

# Assessment Information/Brief 2021/2022

|  |  |
| --- | --- |
| Module title | Project Management Leadership and Skills: Planning and Control |
| CRN | **Robert Kennedy College** |
| Level | **7** |
| Assessment title | Assessment Portfolio - Individual |
| Weighting within module | This assessment is worth **100%** of the overall module mark. |
| Submission deadline date and time | See OnlineCampus |
| Module Leader / Assessment set by  Dr Stelios Sapountzis | |
| How to submit  You should submit your final assessment for grading no later than the submission deadline via OnlineCampus. | |
| Assessment task details and instructions  You need to develop a business case that will include the planning, control, leadership and people skills considerations of a proposed project based on the following case study.  **STEP 1 – Read the Case Study**  The case study is focusing on the creation of Shopping and leisure Village by Sunset Homes, in one of their Lancashire care homes for elderly people with dementia.  You are one of the potential project management teams of Sunset Homes and you have been tasked to work on a project proposal to justify why the project should go ahead and why you should manage it.  Please note that real names and other details have been changed. We have sought to make this as close as possible to a live project brief. You may wish to conduct relevant research but please **do not contact employees of Sunset Homes.**  **Dementia Village project introduction**  A care home in Lancashire ‘Golden Years’, approximately 40 miles from Manchester is planning to convert their garden space into a ‘Dementia Village’. The care home should be designed To provide more independence to the residents and thus a better quality of life, as well as a better experience for visitors and potentially also a facility for the local community.  The care home is part of a national organisation (Sunset Homes) that operates 18 properties. The care home has 90 residents, with the great majority suffering from some type of dementia. All of the residents are over the age of 65, with the majority over 80 years old. The home provides for all the needs of the residents. The home is located approximately half a mile from the centre of a small town.  The company has not attempted such a project before and there is no template that they are following. If the project is successful Sunset Homes will consider similar projects at other care homes where space allows, providing them with a unique selling point.  Part of the project requirement is to plan for the evaluation of the dementia village project and prepare for future care home conversions.  **Dementia Village Project detail**  The project building work should commence at the beginning September 2022 and the project needs to be fully completed before the end of August 2023.  Some parts of the project are already underway such as securing architects plans initial application for planning permission and initial quotes for building work.  Initial costs for this work and some initial research and training are £6,000.  The all-inclusive budget for the project is £425,000.  The project board established by Sunset Homes must approve any additional cost in advance.  The majority of this will go on the construction of 5 shops, landscaping and fencing. The shops will include a coffee shop, book and paper & magazine shop, ice cream and sweet booth, hair and beauty salon and retail food & farm shop. Each one needs be rented out, with all staff involved having received appropriate dementia training, provided by qualified external staff.  Residents will be able to use the shops by using a chargeable electronic card. The shops will also welcome visitors and members of the community.  A new internal position of facilities manager will be established as soon as possible. They will work alongside and reports to the existing care home manager. There are 48 full and part time staff in total at Golden Years. The new facilities manager will conduct training of all these staff concerning their additional responsibilities and implementation of new policy once the new village is open. It is not proposed to hire additional staff but a small pay increase for all staff is anticipated.  The total area to be developed is approx. 640 m2. The majority of the budget will be spent on building work that will be subcontracted.  This involves site clearance, building shops, paving, and water feature, seating areas, planting and fencing.  Four quotes for the building work have been obtained.   * Contractor A, a large national corporation, with head office in Manchester has quoted to complete all building work in 20 weeks at a cost of £330,000 + VAT requiring six week’s lead time/ prior notice. This will include all finishing work. * Contractor B, based in the local town, has quoted to construct all the shops, fencing and garden features when the site preparation and landscaping, including paving, is all completed at a total cost of £220,000 and estimate the work will take 10-12 weeks. This will include all finishing work. * Contractor C, also local, has quoted a total cost of £140,000 to complete all the site preparation and landscaping in 4-6 weeks, depending on the start date. * Contractor D, also local, has estimated that they can do the same job in 6 weeks at a cash cost of £8,000 per week for labour and £80,000 for materials.   An application for planning permission was made on June 2022. The Council planning officer has said that he doesn’t have any objections to the application, but the planning committee, which will meet on August 2022, must approve it.  Once planning approval is granted and construction completed, new buildings can only go into use once inspected by the Council’s building inspectorate and approved by the Care Quality Commission (CQC), who are responsible for monitoring the quality of provision of all care homes in the UK. Both have welcomed the proposal, and if the project is successful it could have a significant impact on the next CQC inspection due July 2023. The CQC on the other hand also has the authority to close down a care home if, for example, they consider the health and safety of residents to be at risk.  Social services and health care professionals regularly visit the care home to check on the health and well-being of residents, and social services have also indicated that they would like to inspect the new premises prior to opening.  The project will need promotion and marketing within the local community and more widely. A price rise is anticipated in recognition of the cost of the additional facility.  Part of the promotion will be an opening ceremony involving senior company staff, the local mayor, care home staff, residents, their families and others in early August 2023.  **STEP 2 – Read the Assignment Brief**  The board of directors of Sunset Homes have instructed you as one of their potential project managers to look at a project proposal and provide them with report that includes the following:  **A. Planning and Control – up to 2500 words and/or diagrams, illustrations, tables and graphs**  Develop key elements of an outline business case for the Dementia Village to the utilisation of appropriate project management tools and techniques in relation to strategic alignment, economic impact, planning and scheduling and financial considerations planning  The outline business case needs to include:  A1. the project’s **Mission and Objectives** including the anticipated **Impact** that the Dementia Village will have to the organisation and other main stakeholders;  A2. A full **stakeholder management plan;**  A3. An outline **project activity plan** using the appropriate Planning Breakdown Structures;  A4. A **resource allocation and utilisation plan** by using a Resource Assignment Matrix;  A5. A cost estimation and allocation for the duration of the project using an appropriate technique;  A6. A timeline **schedule** with key milestones;  A7. A **Risk Management Assessment** table for the 5 key risk associated with the delivery of the Dementia Village project.  **2 . People Management – up to 2500 words**  In you report you will also need to consider and discuss the following areas in the context of the proposed Dementia Village project:  B1 . Where is **conflict** likely to arise in the Dementia Village project? What 5 strategies could you put into place to tackle these sources of conflict?  B2. Give five reasons why a **sponsor** may be necessary in the Dementia Village project? Give explanations  B3. What **management style** would be most appropriate for the Project Manager of the Dementia Village project. Give explanations  **KEY INSTRUCTIONS**  You will need to take the following into account when completing your assignment.   * Each topic should be corelated to a relevant Project Management theory, tool or application and be fully referenced; * All discussion included will need clarity of argument and relevance to the project’s context;   You should follow an industrial **report format**. Therefore, your report should have:   * Cover page that will include the Project title; * Executive Summary; (not part of the word count) * Contents page; * Introduction; * Main body split in sub sections based on the 10 thematic areas as detailed in page 4. * Discussion and Conclusion; * References / Bibliography; * Appendices if required.   The report should also be page numbered. Please note if you are uncertain on how to present and structure a report then visit the university library and ask for assistance.  You are advised to use diagrams, illustrations, tables, graphics etc. wherever these are helpful, and remember that these do not count towards your word limit. If you do use these, please do not put them in the appendices if they are part of your discussion. Appendices are the appropriate places to put supporting material, however, remember if the reader is satisfied with the main points of your discussion; the supporting information within the appendices may not even be reviewed.  Try to use theory explicitly at all stages, but do not spend too much time describing a theory. While you must be explicit about the theories, models, techniques etc. that you use, you can assume that the reader is familiar with them. What the reader requires is evidence of your ability to understand and apply the theory and learn from it, in order to support the development of your findings and/or ideas.  You must cite **all** sources on which you have relied, for example textbooks, journal articles, web pages etc. using the [**APA 7th (Harvard) Style**](https://www.salford.ac.uk/library/skills-for-learning/referencing)system. If you do not cite all sources, then you may be accused of plagiarism, and that may endanger your success in passing the module. If you are in any doubt about how to reference your work, please obtain guidance from the tutor and look at the specific section of the Induction module. | |
| On successful completion of this assessment, you will be able to:  **Knowledge and Understanding.**   * Recognise the role and significance of project planning within the international business environment * Identify project management requirements across a range of organisational contexts and structures * Demonstrate a critical understanding of a broad range of issues/techniques relating to project management including: planning, scheduling & resourcing, communications, team working and risk management * Use a range of established techniques to initiate and undertake project management problems, evaluating alternatives and proposing solutions   **Transferable/Key Skills and other Attributes.**   * Effectively plan a project; * Demonstrate an appreciation of the difficulties of solving the practical difficulties that may arise in relation to projects and to have gained experience in searching for solutions to such difficulties; | |
| Module Aims   * To develop knowledge and critical understanding of the principles of effective project management within a global business context and the ways in which these principles have developed * To facilitate an understanding of project management skills techniques, methods and tools and their application and limitations * To enable students to acquire competences and develop existing their skills to propose solutions to the management of projects within a range of eventual career options | |
| Word count  The report should be **up to 5,000 words** and include the use of diagrams, illustrations, tables, graphics etc. Your word count is from the introduction to conclusion sections. Therefore, it **does not** include title page, contents page, reference section, appendices etc. If the assignment exceeds these limits; the work in excess of 5,000 words will not be marked.  **Late submission:**  All work submitted late will be capped at the pass mark of 50%, there is no sliding scale  [Student Facing Policies and Procedures](https://www.salford.ac.uk/governance-and-management/student-facing-policies-and-procedures) | |
| Feedback arrangements  You can expect to receive feedback   * Three working weeks (excluding University Seasonal Closing) after the submission date. * Marks and written feedback will be available on OnlineCampus. | |
| Support arrangements  You can obtain support for this assessment by attending class discussions via the forum and the live sessions. During the duration of the module delivery there will be designated sessions focusing on the assessment. The date and time of these sessions will be communicated during the on line sessions and advertised on the module’s site. These sessions will provide you with good opportunities to ask questions to provide clarity and direction on the subject and addressing the assessment brief.  Don’t forget it is important to visit the module syllabus to access all relevant material, session recordings and recommended reading.   |  |  | | --- | --- | | |  | | --- | | askUS  The University offers a range of support services for students through [askUS](https://www.salford.ac.uk/askus).  Good Academic Conduct and Academic Misconduct  Students are expected to learn and demonstrate skills associated with good academic conduct (academic integrity). Good academic conduct includes the use of clear and correct referencing of source materials. Here is a link to where you can find out more about the skills which students require <http://www.salford.ac.uk/skills-for-learning>.  **Academic Misconduct is an action which may give you an unfair advantage in your academic work. This includes plagiarism, asking someone else to write your assessment for you or taking notes into an exam. The University takes all forms of academic misconduct seriously. You can find out how to avoid academic misconduct here** [**https://www.salford.ac.uk/skills-for-learning**](https://www.salford.ac.uk/skills-for-learning)**.**  Assessment Information  If you have any questions about assessment rules, you can find out more [here](https://www.salford.ac.uk/askus/academic-support/student-handbook/your-studies/course-support/assessment-and-feedback).  Personal Mitigating Circumstances  If personal mitigating circumstances may have affected your ability to complete this assessment, you can find more information about personal mitigating circumstances procedure [here](https://www.salford.ac.uk/askus/academic-support/pmc).  Student Progression Administrator  If you have any concerns about your studies, contact StudentCare. | | | Reassessment |   If you fail your assessment, and are eligible for reassessment, you will need to resubmit in a date that will be notified to you. For students with accepted personal mitigating circumstances, this will be your replacement assessment attempt. If a student needs to be reassessed, s/he will be given a new assignment brief with a deadline, which will be provided by the School. | |

**Assessment Criteria**

|  |  |
| --- | --- |
| **MISSION, OBJECTIVES and Impact**  Is the mission concise, inclusive and inspiring? Are the objectives SMART? Is there any emphasis on Impact to stakeholders, value generation and desired benefits | **10** |
| **Stakeholder Management**  Have all 4 stages of the stakeholder management cycle been discussed, applied and considered? | **10** |
| **Planning and Scheduling**  Have all breakdown structures been considered?  Has the schedule of the key activities, milestones been identified?  Resources: are resources included (and linked to schedule)? RAM /RACI matrix  Are costs budgeted and included? Is there evidence of the use of the appropriate cost estimation techniques? | **30** |
| **Risk Management:**  Are the risks and constraints appropriate to the project and is there a Risk Management table been deployed? | **10** |
| **People Management**  Has the **Conflict** likely to arise in the project been discussed ? Is there suggestion of the 5 strategies that you could put into place to tackle these sources of conflict in the context of the case study? Have the reasons on why a **Sponsor** is necessary in the project been provided and explained?  Has the **management / leadership style** that would be most appropriate for the Project Manager been discussed? | **30** |
| **Report Integration and coherence, presentation and referencing**  Are the different components of the report well integrated, with good application of technique/theory?  Is there evidence of effective research in ideas and solution application to the selected project and its plan/justification?  Is the bibliography / referencing in the right format, relevant and current? | **10** |

**You should consult Level 7 Generic Grade Descriptors for detailed grade/mark descriptors**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Criterion / Mark range** | **90-100** | **80-89** | **70-79** | **60-69** | **50-59** | **40-49** | **0-39** |
| **Overall level**  **(indicative – not for grading)** | *Standard comparable to journal publication* | *Standard comparable to conference paper publication* | *Distinctive work for Masters level* | *Merit work for Masters level* | *Acceptable for Masters* | *Below Masters pass standard* | *Significantly below Masters pass standard* |
| **Scope** | Outstanding clarity of focus, includes what is important, and excludes irrelevant issues. | Excellent clarity of focus, boundaries set with no significant omissions or unnecessary issues. | Clear focus. Very good setting of boundaries includes most of what is relevant. | Clear scope and focus, with some omissions or unnecessary issues. | Scope evident and satisfactory but with some omissions and unnecessary issues. | Poorly scoped, with significant omissions and unnecessary issues. | Little or no scope or focus evident. |
| **Understanding of subject matter** | Outstanding with critical awareness of relevance of issues. Outstanding expression of ideas. | Excellent with critical awareness of relevance of issues. Excellent expression of ideas. | Very good with critical awareness of relevance of issues. Outstanding expression of ideas. | Good with some awareness of relevance of issues. Ideas are expressed, with some limitation. | Basic with limited awareness of relevance of issues. Limited expression of ideas. | Poor with little awareness of relevance of issues | Little or no understanding of subject matter is demonstrated. |
| **Literature** | Comprehensive literature review. Evaluation and synthesis of source material to produce an outstanding contribution. | Excellent independent secondary research. Sources are evaluated and synthesized to produce an excellent contribution. | Very good independent secondary research. Sources are evaluated and synthesized to produce a very good contribution. | Good secondary research to extend taught materials. Evidence of evaluation of sources, with some deficiencies in choice and synthesis. | Limited secondary research to extend taught materials. Limited evaluation of sources, deficiencies in choice and synthesis. | Little or no extension of taught materials. Poor choice and synthesis of materials. | Poor use of taught materials. No synthesis. |
| **Critical analysis based on evidence** | Standard of critical analysis – showing questioning of sources, understanding of bias, independence of thought | Excellent standard of critical analysis – excellence in questioning of sources, understanding of bias, independence of thought | A very good standard of critical analysis. Sources are questioned appropriately, and a very good understanding of bias, showing independence of thought | Critical analysis with some questioning of sources, understanding of bias, independence of thought. | Analysis evident but uncritical. Sources are not always questioned, with limited independence of thought. | Little or no analysis. | No valid analysis. |
| **Structure of argument, leading to conclusion** | Well structured, compelling and persuasive argument that leads to a valuable contribution to the field of study, paving the way for future work | Argument has excellent structure and persuasiveness, leading to very significant insights and relevant future work. | Well-structured and persuasive argument Insightful conclusion draws together key issues and possible future work. | Structured and fairly convincing argument leads to conclusion that summarises key issues. | Argument has some structure and development towards conclusion with limitations in summary of issues. | Argument is unstructured, no recognizable conclusion. | No evidence of argument or conclusion. |