Assessment 4 Specifications

PPMP20007 Project Management Concepts (Term 1 2025)

Unit Coordinator: Dr Ashkan Memari

Assessment Title: Comprehensive Project Management Plan (PMP) Development

Assessment Type: Group Project (3–4 students per team)

Weighting: 50% of Overall Grade

Word Limit: 3000 words (excluding appendices and references)

Submission Format: Word/PDF document with OneDrive link to supporting artefacts

Due Date: Week 12

Part A. Written report (Group submission) (40 marks)

This assessment requires students to work in **groups of 3–4** to develop a comprehensive **Project Management Plan (PMP)** for a complex, real-world project scenario. The PMP must include project objectives, scope, delivery method, scheduling, budgeting, quality management, risk management and stakeholder management. Each group will justify their management decisions using industry best practices, academic literature, and project management standards (e.g., PMBOK, PRINCE2, Agile). Students who are not part of a team by week 3 will be allocated a team by their tutor and will have to abide by their decision. No change in team membership can be allowed once groups are formed as that would affect team performance. **Students must form teams with students from the same tutorial class**. DST students are encouraged to work in a team as well but may apply to work individually should circumstances prohibit effective team formation. This assignment accounts for **50% of your overall grade** and consists of:

- A 3000-word Project Management Plan following a professional report format (Infographic).
- Include supporting artefacts (Gantt chart, risk register, cost breakdown, stakeholder analysis etc.).
- In addition to the report, you must provide a link to the **OneDrive** folder at the end of the report where you have stored all your research artefacts. The folder should include relevant materials such as relevant resources, earlier word drafts, communications with team members,

meeting minutes and any other resources you have used or created while developing the report.

- **Failure to submit the link to the OneDrive folder will result in a zero mark**.
- Based on the resources stored in the OneDrive folder, the marks in Part A may be moderated.
- Each student must complete a confidential peer evaluation form assessing the contribution of all team members, including themselves.
- You are **allowed and encouraged** to use **GenAI** (e.g. ChatGPT) in an **ethical** and **responsible** manner. Ensure you familiarise yourself with the **"Academic Integrity"** guidelines available on Moodle.

Assessment Components

Part A: Project Management Plan (PMP)

Students are required to develop a **3,000-word Project Management Plan (PMP)** structured as a **professional report**. It is essential to distinguish between a report and an essay—please review the provided example of a professional report at the end of this document. The report must be presented in an **infographic format**. You can find many free infographic templates online or on websites such as Canva.

Develop a comprehensive PMP for the introduction of a new product or service (your project). You have the flexibility to select the product or service, as well as the organisational context in which it will be implemented. The launch is scheduled to take place 2 to 3 months after Week 11.

You may choose from the following project examples or propose a project of your own:

- University Campus Sustainability Initiative: Design and launch a mobile app that helps students manage their time, track assignments, and collaborate on group projects.
- Construction of a Smart Classroom: Plan the design and construction of a technology-enhanced classroom with smart boards, AI-based learning tools, and ergonomic furniture.
- Blockchain-Based Voting System for Elections: A government agency is developing a secure digital voting platform using blockchain technology.
- Drone Delivery System for Medical Supplies: A healthcare startup is piloting a drone-based delivery system for urgent medical supplies in remote areas.
- Sustainable Underwater Hotel: luxury resort company is building the world's first eco-friendly underwater hotel.
- Fashion Show Event Planning: A fashion brand is hosting a runway show for their new clothing line, with VIP guests and media coverage
- Stand-Up Comedy Tour: A comedian is planning a national stand-up comedy tour, covering 20 cities in three months.
- Film Production: A production company is planning a low-budget independent movie with a six-month timeline.
- Charity Gala & Fundraiser: A non-profit organization is hosting a charity gala dinner to raise funds for a social cause.

The PMP must comprehensively address the following aspects:

1. **Executive Summary** (3 marks)

The first page of your report should be an infographic-style executive summary that provides a snapshot of your entire project. This summary should highlight the key details (e.g. Milestones, Overall Budget, Project's Duration, major Risks, Inclusions, Exclusions, Key Assumptions and Constraints, etc.) in a visually engaging format, making it easy to understand at a glance (💡 **Tip:** Since this is the final part of your report, prepare it after completing all project plans to ensure accuracy and completeness).

2. **Project Objectives and Scope** (7 marks)

- **Project Justification**: Explain why your chosen initiative qualifies as a project, using the six key characteristics of a project (💡 **Hint**: visit the Week 1 lecture slides).
- **Scope Statement**: Clearly outline the project's purpose, objectives, and high-level details as part of the Scope Statement (💡 **Hint**: visit the Week 1 lecture slides)
- **Project Goals, Deliverables & Scope Boundaries**: Define the project's goals (what it aims to achieve. 💡 **Tip**: Use SMART method). Identify the key deliverables (tangible outputs of the project). Establish scope boundaries (what is included and excluded from the project) (💡 **Hint**: visit the Week 3 lecture slides).
- **Project Prioritisation**: Determine and present project priorities across **Scope**, **Time**, **Cost**, and **Quality** using either: **Project Iron Triangle** (to highlight trade-offs between these constraints) or **Project Priority Matrix** (to visualise the relative importance of each factor) (💡 **Hint**: visit the Week 3 lecture slides).
- **Key Assumptions, Constraints, and Exclusions:** Identify and document at least: Two key assumptions (conditions believed to be true for project success). Two constraints (limitations such as budget, time, or resources). Two exclusions (items specifically not covered within the project scope).

3. **Project Scheduling and Work Breakdown Structure (WBS)** (10 marks)

- Create a Work Breakdown Structure (WBS) with at least five levels, including four major deliverables, each with three work packages. (💡 **Hint**: visit the Week 3 lecture slides)
- Estimate task durations using an appropriate time estimation method and justify your choice in the **appendix** (💡 **Hint**: visit the Week 5 lecture slides).
- Develop a Gantt chart that outlines tasks, dependencies, and milestones.
- Develop a Project Network and Critical Path Method (CPM) analysis, including a high-level network diagram in the main report that highlights main deliverables and the critical path. Provide detailed network information, including activity durations, slack, and critical path calculations, in the **appendix**. Use **Microsoft Project** for these tasks (💡 **Hint**: visit the Weeks 3 & 4 lecture slides).

4. **Budgeting and Cost Management** (5 marks)

- Provide a high-level budget including contingency reserves.
- Use cost estimation techniques to justify budget allocation, in the **appendix**.
- Produce a cash flow chart that shows the expected timing of expenditure and cumulative spend over the duration of the project (using a spreadsheet application). Resource costs can be assumed (i.e. back-up evidence is not required) (💡 **Hint**: visit the Week 6 lecture slides).

5. **Quality Management Plan** (3 marks)

- Define quality objectives and performance metrics.
- Outline quality assurance and control mechanisms (💡 **Hint**: visit the Week 7 lecture slides).

6. **Risk Management Plan** (7 marks)

- Develop a comprehensive risk register that identifies potential risks, their likelihood, impact, and corresponding mitigation strategies using a Risk Response Matrix.
- Include at least 12 risk events, covering cost, time, scope, and quality (at least three for each category). Additionally, identify four positive risk events (opportunities)—one for each category: cost, quality, time, and scope.
- Develop Risk Severity Matrix to assess both negative risks (threats) and positive risks (opportunities) and develop appropriate risk response strategies for each (💡 **Hint**: visit the Week 7 lecture slides).

7. **Stakeholder Management & Communication Plan** (5 marks)

- Identify key stakeholders and develop Responsibility Matrix
- Develop Stakeholder Power/interest matrix
- Develop Project Communication Plan (in Table format) (💡 **Hint**: visit the Week 7 lecture slides).

Part B: Supporting Artefacts and Research Repository (5 marks)

- Each group must create and maintain a **OneDrive folder** containing all relevant research materials, draft versions, communication logs, and meeting minutes.
- The **OneDrive link must be provided at the end of the final report**.
- Failure to submit this link will result in a **zero mark** for this component.
- Marks from **Part A may be moderated** based on the quality and depth of the resources stored in the OneDrive folder.

Part C: Peer Evaluation (5 marks)

- **Group Reflection (only ONE submission per each group):** Reflect on your experience and insights as a team gained from using GenAI in this assignment. Your reflection will be anonymised and may be used for research purposes to understand the impact and effectiveness of generative AI in educational settings.

- Each student must complete a **confidential peer evaluation form**, assessing their team members' contributions (including self-assessment). Peer evaluations may **adjust individual grades** based on contribution levels.

Use the following table and submit it **individually**:

Team Member	Contribution to the Group (1-5)	Quality of Work (1-5)	Collaboration & Communication (1-5)	Responsibility & Commitment (1-5)	Comments (Optional)
Self (Your Name)					
Member 1					
Member 2					
Member 3					
Member 4 (if applicable)					

Peer Evaluation Penalty

Individual scores from peer evaluations will impact final grades as follows:

Peer Evaluation Score	Penalty Applied
15 – 20	No penalty applied
12 – 14	**-5 marks** deducted from the individual's final assignment score
9 – 11	**-10 marks** deducted from the individual's final assignment score
5 – 8	**-15 marks** deducted from the individual's final assignment score
0 – 4	**-20 marks** deducted from the individual's final assignment score

Note: Low peer evaluation scores indicate insufficient contribution to group work. Penalties ensure fairness and accountability in teamwork.

Submission Requirements

- **Final PMP report** in **Word/PDF format** submitted via Moodle.
- **OneDrive link** to the group's research repository included in the report.
- **Peer evaluation forms** submitted separately via Moodle.

This is what a **High Distinction (HD) Assignment** should look like—a professionally structured and polished report with a **professional appearance**.

Information Systems Upgrade

RISK MANAGEMENT REPORT

IIPP Transformation Program

July 2019

ACME

Prepared by Group 1

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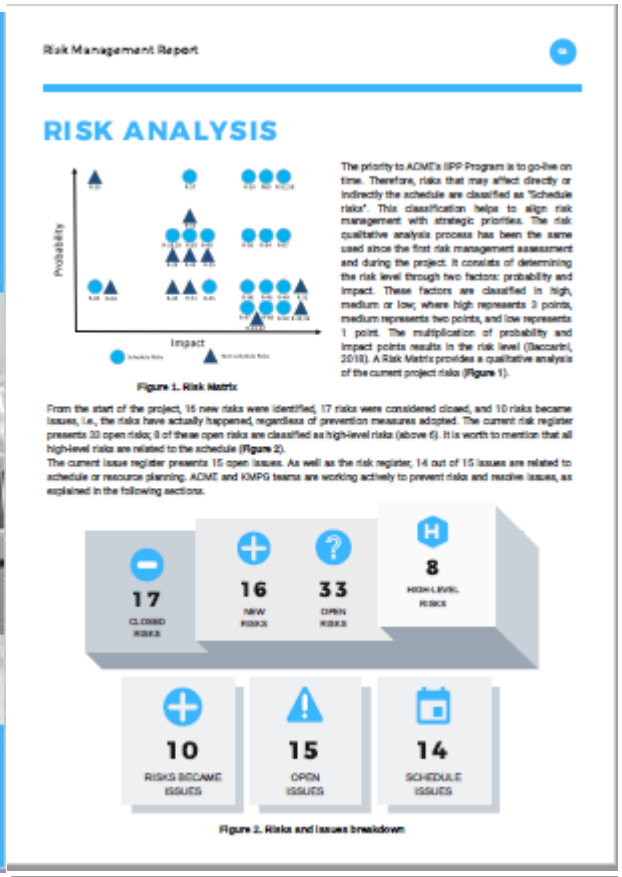
KMPG



Risk Management Report

RISK ANALYSIS

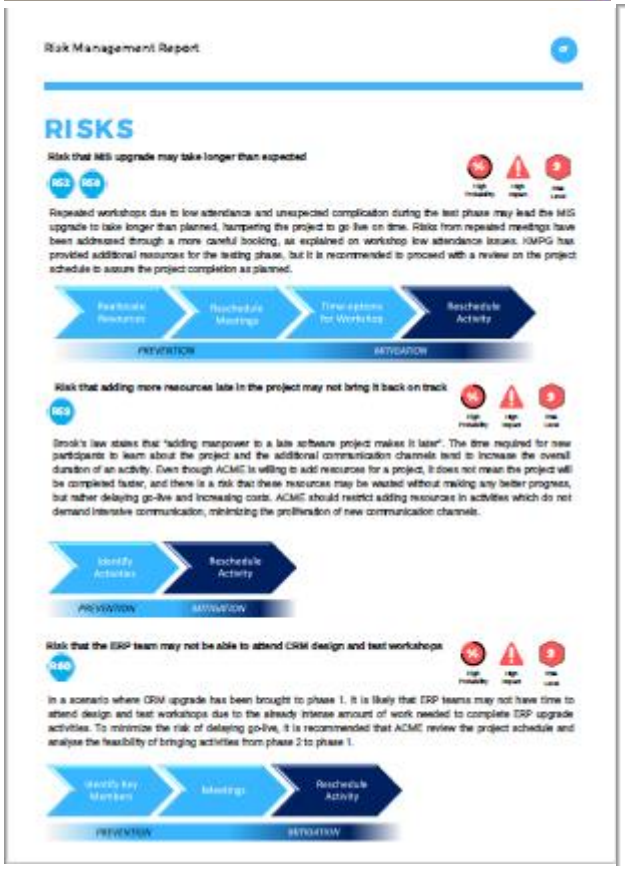
The priority to ACME's IIPP Program is to go-live on time. Therefore, risks that may affect directly or indirectly the schedule are classified as "Schedule risks". This classification helps to align risk management with strategic priorities. The risk qualitative analysis process has been the same used since the first risk management assessment and during the project. It consists of determining the risk level through two factors: probability and impact. These factors are classified in high, medium or low, where high represents 3 points, medium represents two points, and low represents 1 point. The multiplication of probability and impact points results in the risk level (Baccarini, 2018). A Risk Matrix provides a qualitative analysis of the current project risks (**Figure 1**).

Figure 1. Risk Matrix

From the start of the project, 16 new risks were identified, 17 risks were considered closed, and 10 risks became issues, i.e., the risks have actually happened, regardless of prevention measures adopted. The current risk register presents 33 open risks; 8 of these open risks are classified as high-level risks (above 6). It is worth to mention that all high-level risks are related to the schedule (**Figure 2**).

The current issue register presents 15 open issues. As well as the risk register, 14 out of 15 issues are related to schedule or resource planning. ACME and KMPG teams are working actively to prevent risks and resolve issues, as explained in the following sections.

Figure 2. Risks and Issues breakdown



Risk Management Report

RISKS

Risk that MIS upgrade may take longer than expected

RR3 RR8

Repeated workshops due to low attendance and unexpected complication during the test phase may lead the MIS upgrade to take longer than planned, hampering the project to go live on time. Risks from repeated meetings have been addressed through a more careful booking, as explained on workshop low attendance issues. KMPG has provided additional resources for the testing phase, but it is recommended to proceed with a review on the project schedule to assure the project completion as planned.

Risk that adding more resources late in the project may not bring it back on track

RR9

Brook's law states that "adding manpower to a late software project makes it later". The time required for new participants to learn about the project and the additional communication channels tend to increase the overall duration of an activity. Even though ACME is willing to add resources for a project, it does not mean the project will be completed faster, and there is a risk that these resources may be wasted without making any better progress, but rather delaying go-live and increasing costs. ACME should restrict adding resources in activities which do not demand intensive communication, minimizing the proliferation of new communication channels.

Risk that the ERP team may not be able to attend CRM design and test workshops

RR6

In a scenario where CRM upgrade has been brought to phase 1, it is likely that ERP teams may not have time to attend design and test workshops due to the already intense amount of work needed to complete ERP upgrade activities. To minimize the risk of delaying go-live, it is recommended that ACME review the project schedule and analyse the feasibility of bringing activities from phase 2 to phase 1.

Risk Management Report

RECOMMENDATIONS

The initially planned duration for phase 1 is 15 months, which is roughly 450 days. According to Monte Carlo simulation, it has less than 0% chance of completion on-time. It is 50% chance that phase 1 would take 710 days and 90% chance that it would take 752 days. It inevitably becomes clear that no matter what and how much everybody tries, phase 1 would not finish on time. The current schedule for phase 1 is unrealistic. The only way to solve the majority of the issues and risks is to establish a new baseline and think about risks and issues based on the new baseline. We recommend that the go-live happens only after the completion of security and CRM upgrades, with some minor works left for optimization after go-live.

Planning to achieve

Even though the schedule for phase 1 is unrealistic, going-live manufacturing customized 3D implantable devices on the date estimated previously may be feasible because the major tasks planned to phase 2 are moved into phase, and some activities can be conducted simultaneously within phase 1 after completion of their pre-requisite tasks. The initially planned duration for phase 1 and 2 is 25 months, which is roughly 750 days. This duration aligns with the 90% probability of new phase estimated duration of 752 days. This estimation is not entirely accurate, since some PLOs were underestimated. Some activities need to be crashed to achieve this objective, and the success of this plan depends on a careful feasibility study.

Using right process in the right way

The recommendation is to re-design the schedule aiming to complete both phase 1 and 2 within the new schedule of 750 days. To do this, ACME may need to add more resources either from KMPG or external companies to increase the probability of going-live on time, which is equivalent to shifting the Monte Carlo S curve to the left. We recommend a methodological use of PERT to review the schedule and proceed with a feasibility study.

*Depends on feasibility study

Academic Integrity and Plagiarism

- All submissions will be checked for **academic integrity** using Turnitin.
- Plagiarism or collusion will result in **penalties/failure** as per university policy.
- Teams must acknowledge all **sources**, **frameworks**, and **software** used.