

# **Diploma in Project Management**

## **Assignment 2 Marking Scheme**

## Diploma in Project Management

### Assessment of Assignment 2

Assignment 2	Demonstration of Project Practitioner Competence	Score
	0 – 12 points for each area	
<u>Assessment area 1</u> Description and illustration of the project in an organisational context		
<u>Assessment area 2</u> Description of roles, functions and responsibilities of project team members and key stakeholders in the project		
<u>Assessment area 3</u> Breakdown and organisation of work tasks. Establishing IT-based work plan (Gantt chart)		
<u>Assessment area 4</u> Compilation and communication of project information		
<u>Assessment area 5</u> Logic and coherence in the assignment (not in terms of presentation)		
Total score for Demonstration of Project Practitioner Competence	Maximum 60 points.	=====
Demonstration of Project Management Competence	Maximum 15 points. Refer to guidelines on page 3.	
Evidence of Research and Analysis	Maximum 15 points. Refer to guidelines on page 4.	
Presentation	Maximum 10 points. Refer to guidelines on page 5.	
Total score	Maximum 100 points.	=====
Result		

## **Demonstration of Project Management Competence**

### **Guidelines**

Project Management Competence in relation to Assignment 2 could be demonstrated in a number of ways including but not limited to the following:

- An indication of the project's status in the delivery organisation in terms of operational relations and functions
- An explanation of the daily operations of the organisation and how these influence the development of projects
- A description of the organisation's decision-making processes and communication channels
- An outline of the formal reporting links within project team and to other parties
- An operational description of the roles of the project manager and the team members and the allocation of responsibilities
  
- An account of the team members' skills, qualifications, experience, suitability and availability in relation to the project
- Comments on the approach to the management of the team
- Comments on communication channels between team members
- An account of the team members' previous experience in similar projects
- Comments on any complementary skills and qualifications held by people involved in the project
  
- An explanation of the approach to project planning in operational terms
- An indication of the lag time in relation to critical and constrained tasks
- An explanation of the necessity for constrained planning and how manageable it is
- A statement setting out the procedures for the monitoring of the project implementation
- Logic links between tasks
- A list of milestones suitable for determining the progress of the project
  
- An explanation of how to avoid over-allocation of resources, including budget and risk implications
- An outline of responsibility delegation, e.g. in relation to the achievement of summary tasks and milestones
- An outline of reporting procedures in relation to responsibilities
- An unambiguous project budget
  
- An account of the distribution of tasks and responsibilities among team members
- An indication/justification of proper utilisation of resource persons' qualifications and experience
- An explanation of the budget / financial status in relation to resource planning

Any other demonstration of project management competence that appears relevant to the project and the assignment should be considered valid as well.

## Evidence of Research and Analysis

### Guidelines

Evidence of Research and Analysis in relation to Assignment 2 could be in the form of documentation and/or discussions relating to some of the following points:

- Formal / informal power in the organisation
- Formal / informal decision making in the organisation and the project
- Pro forma management / effective management in the organisation
- An analysis of the delivery organisation's human resource policies
- A critical review of the strengths and weaknesses of the delivery organisation's structure in relation to project management
- A critical review on the communication and decision lines in relation to the management of projects
  
- Issues relating to the delegation of responsibility, team members' positions in the organisation and how they may be affected by participation in the project
- Accountability and responsibility for individual team members
- The project manager's role and authority in relation to managing the project team
- The selection of a team that is acceptable to the client
- Further career opportunities for team members as a result of participating in the project
- Team motivation
  
- A discussion of the conventional use of planning methods in the organisation
- A critical view on IT-planning, including advantages and limitations
- A discussion of detailed vs. flexible planning and the consequences for effective project implementation and achievement of goals
- The impact of cost, quality and time considerations in the planning process
- Allowances for planning reviews
- An account of other activities and projects with which it might be relevant to compare the planning process or project implementation phase
  
- An account of prior successful (and unsuccessful) project proposals for the same or similar clients
- A discussion on the procedures for the formal presentation of the project proposal
- A review of different stakeholders' influence on the development of the project idea and proposal
- Comments on the track record of key project team members, if relevant
- A description of the internal and external budget and relevant budget follow up procedures in the implementation period
- Demonstration of the budget as a communication and negotiation tool
  
- Identification of critical issues in the planning phase
- A discussion about potential areas of rationalisation in the management of the project
- A discussion on planning issues in general, e.g. achieving high levels of detail compared to open ended flexibility
- A consideration of when a review of planned activities would be relevant in relation to progress and achievement of results

Any other evidence of research and analysis that appears relevant to the project and the assignment should also be considered valid.

## **Presentation**

### Guidelines

- The assignment should be presented in a logical and coherent way, which may follow the project cycle specified in the syllabus or may follow the organisation's standard practice
- Language or cultural background will not affect the marking of the assignment but it should be presented in a clear way that the examiners will be able to understand. The assignment should be easy to navigate in that there should be appropriate sections, indexes and references
- There should be consistency in the visual presentation, in terms of format and layout, with appropriate use of diagrams, charts and other illustrations
- The use of computer generated reports is encouraged but these should be appropriately labelled and annotated. The printouts of computer generated charts should have diagrams and fonts that are easily read