

Diploma in Project Management

Assignment 3 Marking Scheme

Diploma in Project Management

Assessment of Assignment 3

Assignment 3	Demonstration of Project Practitioner Competence	Score
	0 – 12 points for each area	
<u>Assessment area 1</u> Monitoring the progress of project implementation		
<u>Assessment area 2</u> Status reporting and indicating action required by management		
<u>Assessment area 3</u> Hand-over checklists and final status of achievements		
<u>Assessment area 4</u> Relevant project closure information and reports		
<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 3 could be demonstrated by:

- Documentation of the appropriate procedures for monitoring the project, which take into account the nature, size and complexity of the project
- Project tracking procedures
- Formal communication channels between team members
- Information selected and targeted at relevant stakeholders such as the team, sponsor and/or the client
- IT reports customised to include all relevant information
- Reports supported by comments on the significance of the information

- Formalised reporting procedures from team members to the project manager and / or the client
- IT reports targeted and customised towards relevant recipients, which should include all relevant information
- Reports supported by comments on the relevance and significance of information
- A demonstration of how status reports are used to control the project implementation

- Procedures for handling conflicts in the project team
- Communication channels between the project sponsor and the delivery organisation
- A practical account of approaches to handling internal or external changes and their consequences
- An indication of how IT reports measure the success criteria for deliverables/results
- Reports supported by comments on the relevance and significance of information

- Procedures for controlling the project closure process, including internal and minor projects
- How project closure information and procedures is made available to the project team, project sponsor and other stakeholders
- The specification of retention period conditions, if relevant, and responsibilities in relation to this
- Specification of internal company procedures for accounts, reports, etc.
- Feedback information to the project sponsor about client satisfaction, objections, etc.

- Specification of intermediate and final goals and objectives in order that they serve as milestones during implementation and hand-over of the project
- Reflections on the success / failure of the project and the most important contributory factors
- Reflections on one's own role as the project manager and what has been learned from the experience

Any other demonstration of project management competence that appears relevant to the project and the assignment is also considered valid.

Evidence of Research and Analysis

Guidelines

Evidence of Research and Analysis in relation to Assignment 3 could include:

- A discussion of the purpose of monitoring
- An account of the availability and timeliness of data during the different phases of the project
- The bench-marking of monitoring procedures and organisation policy on monitoring and what it aims to achieve
- A discussion of what data should be monitored and what action should be taken if unexpected information is generated

- An explanation of the differences between internal and external reporting needs
- An account of the differences in internal and external information
- A discussion on status reports as a management control tool and – if relevant – their role in a management information system, including potential intervention as a consequence of status reports, etc.
- An account of the practical accessibility to and use of status reports as a control tool, and by whom
- The identification of the expected outcomes of status reporting and organisation policy on status reports
- A discussion on how status reports can be used as a tool for communication in the present and for future reference

- An analysis of potential sources of conflict in the project
- A review of conflict handling procedures and how to generate alternative solutions
- An account of the role of the project sponsor in relation to the approval of changes
- Reflections on whether the monitoring process has been appropriate for the specific project; what were advantages and drawbacks?
- Internal and external reporting needs
- Internal and external information requirements and organisation policy on the reporting of information, including confidentiality issues

- Reflections on the relevance of closing procedures in relation to various stakeholders
- A statement on the overall value of the project to the company, in terms of financial gain and any other factors
- Recommendations on staff development needs in relation to future projects
- Recommendations for improvements in planning and monitoring procedures for future projects

- Reflections on the project's contribution to the delivery organisation and client's overall objectives
- Reflections on the delivery organisation's overall contribution to the success of the project and the importance of the project manager and project team in the achievement of success in the project
- Evaluation of one's own performance in relation to implementation and hand-over of the project and the final outcomes

Any other evidence of research and analysis that appears relevant to the project and the assignment is also 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