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|  | Faculty of Computing, Engineering and Science |  |

**Assessment Cover Sheet and Feedback Form** 2020-21

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| Module Code:  IS4S706 | Module Title:  Project Management and Research Methodology | | Module Team:  Mark Ware, Dave Kidner |
| Assessment Title and Tasks:  Team-based project management task | | | Assessment No.  1 |
| Date Set:  24-Feb-2021 13:00 | | Submission Date:  23-Apr-2021 23:59 | Return Date:  19-May-2021 23:59 |

**IT IS YOUR RESPONSIBILITY TO KEEP RECORDS OF ALL WORK SUBMITTED**

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| **Marking and Assessment** |
| This assignment will be marked out of 100%  This assignment contributes to 50% of the total module marks. |
| **Learning Outcomes to be assessed** (as specified in the validated module descriptor [https://icis.southwales.ac.uk/](https://icis.southwales.ac.uk/studentmodules/12884/studentmodulespecifications) ):  1) To be able to plan a project that involves many interacting factors, and undertake a literature review and other development activities to improve understanding of the situation and/or produce organisational change.  2) To determine and use appropriate methods, techniques and tools for planning work, and to take responsibility for completing on time, and to the required standard, taking into account relevant risks and ethical issues. |
| *Provisional mark only: subject to change and / or confirmation by the Assessment Board* |

**Coursework Description**

This is a team/group coursework. You must work in a team of 3, 4 or 5 students. If you aren’t already part of a team then please contact Mark Ware ([mark.ware@southwales.ac.uk](mailto:mark.ware@southwales.ac.uk)).

The coursework should be treated as a project, with Mark Ware acting as the project customer/sponsor. This coursework description can be regarded as the project’s Scope/Requirements Document

**IMPORTANT - Each team member is expected to contribute equally in terms of overall time spent and effort exerted on this coursework. The default position on marking is, therefore, that all members of a single team will receive the same mark. However, in situations where it is shown that a team member has not contributed significantly then that team member will receive a (proportionally) lower mark.**

The coursework has 4 deliverables:

**Deliverable 1 – Narrated PowerPoint Presentation**

Your team must prepare a narrated PowerPoint presentation titled ***Project failure due to poor project management – a case study***. The presentation must be based on a real-life case study of your choice (that is, your team must find an example of a large project that failed because of poor project management).

The presentation must last between 8-10 minutes.

The presentation should consist of about 15-20 slides.

Here are some ideas on what to include in the presentation:

* Give a summary of the original project aims and eventual outcomes.
* List the areas where the project failed and identify the project management issues that contributed to the failure.
* Suggest ways in which project management could have been improved and how this might have impacted positively on the project.

**Deliverable 2 – Project Business Justification**

Consider the following fictional project scenario:

*Liddli is a large independent groceries and general merchandise retailer. It currently has a network of 11 stores in and around South Wales and South West England. Its annual revenue in 2019 was £215 million, returning a net profit of £27 million.*

*Liddli is about to embark on a large IT project that will completely overhaul its existing computer systems. They are planning to replace their current IT services (HR & Payroll, Finance and Stock Control) as well as introducing new, specialist services (Sales Analysis, Marketing, Delivery Fleet Management and Customer Loyalty Scheme).*

*The proposed new system will take the form of a modularized ERP system. The complete system is being developed and supplied by ISDigidol.*

*As part of the initial project planning, Liddli is undertaking a feasibility study. This will include, amongst other things, an investigation into the project’s business justification.*

*The project team, with the help of a specialist business analyst, has produced some initial estimates of project costs and benefits, as described:*

*Cost estimates:*

*ISDigidol ERP System 4 £200,000*

*ISDigidol ERP HR module £40,000*

*ISDigidol ERP Finance module £35,000*

*ISDigidol ERP Stock Control module £35,000*

*ISDigidol software customisation £25,000*

*Sales analysis module (bespoke) £75,000*

*Marketing module, to include Spatial Analyst capability (bespoke) £90,000*

*CMS software with Loyalty Scheme bolt on (bespoke) £120,000*

*Fleet management module (bespoke) £100,000*

*ERP servers £50,000*

*Database servers £25,000*

*Workstations £35,000*

*Network and other infrastructure £25,000*

*Hardware maintenance and upgrades £50,000 (annual)*

*Software maintenance and upgrades £45,000 (annual – starts 12 months after system goes live)*

*Geodemographic data £20,000 (annual)*

*Road network data £2,000 (monthly)*

*Training £20,000*

*Training £5,000 (annual) – starts 12 months after system goes live)*

*IT staff £30,000 (annual) x 2 – starting salary, starts middle of Year 0*

*Data Analyst £35,000 (annual) – starting salary*

*Benefit estimates:*

*Staff reductions £100,000 (annual)*

*Increased profit (new customers) - £500,000 in first year after system goes live, 10% increase per annum for remainder of product lifespan*

*Increased profits (existing customers) – £200,000 in first year after system goes live, then £250,000 year after that, then £300,000 for all subsequent years.*

*Delivery efficiency gains £15,000 (annual)*

*Stock savings £25,000 (annual)*

*The team is expecting the discount rate value to average somewhere in the range 5% to 7.5% over the project lifetime.*

You are required to assess the financial viability of the project using the estimated costs and benefits given above. You must then recommend whether to proceed with the project or not. You should consider how critical the benefit estimate and discount rate values are to your calculation. You might also want to make suggestions for how the profitability of the project could be increased. Assume that the product development takes place throughout the duration of project Year 0. The ERP system will “go live” at the start of Year 1 and is expected to have an 8-year lifespan.

**Deliverable 3 – Joint Reflective Review**

This review is expected to provide a fair and balanced description and analysis of how the coursework was conducted. The review should include a critical evaluation of the project management techniques and technologies utilised. It should also include a Lessons Learned section.

Format: 4 pages maximum of A4 paper, black 12-point Calibri type. Page heading showing deliverable description and team letter.

**Deliverable 4 – Evidence of Coursework Management**

This coursework can be regarded as a project and must be managed appropriately. Your submission must therefore include detail on how you managed the coursework. This is your opportunity to demonstrate and showcase your knowledge and understanding of the project management approaches taught in class. As part of the project management process, it is important for your team to meet (virtually) regularly – these meetings should be documented. You must provide clear evidence of how the coursework was managed.

**Your team is required to submit:**

A single zip file named IS4S706\_CW1\_Team\*.zip, where \* is replaced with your team letter. The zip file must contain the following:

* Deliverable 1 (Narrated PowerPoint presentation) in .ppt or .ppsx format. If used, include a copy of the script in .doc or .pdf format.
* Deliverable 2 (Project business justification) in .doc or .pdf format (include .xsx file if used)
* Deliverable 3 (Joint reflective review) in .doc or .pdf format.
* Deliverable 4 (Coursework management documentation) in .doc or .pdf format (include .mpp and .xlsx files if used).

**NOTE - All referenced material must be detailed and cited appropriately.**

**Marking scheme**

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| **Deliverable** | **Marks available** | **Marks awarded** |
| **1** (Narrated PowerPoint) | 25 |  |
| **2** (Business justification) | 15 |  |
| **3** (Reflective review) | 20 |  |
| **4** (Coursework management) | 40 |  |
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| **Total** | **100** |  |

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| **Assessment criteria** |
| Fail (< 40%) The work submitted fails to demonstrate an adequate understanding of the use of the required project management tools and techniques. Deliverables are mostly of a poor standard. |
| 40% - 49% The work submitted demonstrates an adequate understanding of the use of the required project management tools and techniques. Deliverables are mostly of an acceptable standard. |
| 50% - 59% The work submitted demonstrates a good understanding of the use of the required project management tools and techniques. Deliverables are mostly of a high standard but there are some weaknesses. |
| 60% - 69% The work submitted demonstrates a very good understanding of the use of the required project management tools and techniques; it goes beyond the basic requirements. Deliverables are of a high standard with very few weaknesses. |
| 70% + The work submitted demonstrates an excellent understanding of the use of the required project management tools and techniques; it goes well beyond the basic requirements. Deliverables are of a very high standard with very few weaknesses. |