

Purpose

The project management plan (PMP) includes all the information required to successfully manage your project to completion. It documents the careful planning work done by the project team before the project enters the execution phase. It is the project team's description of how they are going to manage the project to achieve its objectives, within its constraints. One way to think about the PMP is to imagine your team is moved to another, higher priority project and your recently completed PMP document is given to the new team. Will they be able to manage your project to completion using your PMP?

In a professional setting, a PMP may vary between enormous, multiple volume guides for example in large infrastructure, or defence procurement projects, to a simple 2-page project brief for a quick internal project in a small workplace. In any case, creating some variation of a PMP is ubiquitous in industry, and an important piece of experience to take with you from this course.

Skills

In this assignment you will show that you can perform the first four course learning outcomes (CLOs), which are:

1. Translate organisational objectives to project deliverables
2. Formulate project scope
3. Select and apply project management methods
4. Integrate and justify project plans

Refer to the learning outcomes document for more information on these.

Knowledge

This assignment will also help you to become familiar with the following important content in this discipline:

The Project Charter	The PMBOK Guide	Resource management
Budgeting	Estimating cost and time	Communications management
Stakeholder management	Contingency planning	Procurement
Scheduling	Risk mitigation	Requirements definition
Risk management	Project scope	Planning for opportunity
Project integration	Design Thinking	Change management
Human Resources	Teamwork	

Task 1–Scope Definition

Learning outcomes	Group/individual	Weighting	Deadline	Hand-in
CLO-2	Individual	5% (overall)	29 th September	Pdf (Moodle)

Instructions

Carefully read the project brief that you have chosen to work on. It probably gives a general description of the objectives of your project, but it may not say how these are going to be achieved, or what exactly the project will deliver in order to provide a solution.

Consider what your project will need to do to fulfill its objectives and to realise the supposed benefits. What are its major deliverables? What smaller deliverables constitute these major deliverables? What other work is going to be necessary to make sure the project is a success, and what are the tangible outcomes of this extra work?

Review the Week 1-2 lecture content, especially the sections on project scope, and project charter. Read PMBOK Sec. 4.1.3, Sec. 5.3.3.1 and Sec. 5.4.

1. Write a statement that defines the purpose of your project in under 30 words.
2. Draw a work breakdown structure (WBS) diagram that shows the major deliverables of your project, and decomposes each of these down to the work package level.
3. Write a scope statement for your project in under 100 words.

Hand in your WBS diagram and project purpose/scope statements by the deadline.

Task 2 - PMP Components

Learning outcomes	Group/individual	Weighting	Deadline	Hand-in
CLO-1,2,3	Group	30% (overall)	27 th October	Pdf (Turnitin)

Instructions

For Task 2, develop the (PMP) for the same project you described in Task 1, while demonstrating the application of PM Methods.

Structure your PMP according to the PMBOK guide Sec. 4.2.3.1.

Include baselines and management plans for (at least) the **five** PM knowledge areas covered by the C3PE methodology shown in week 1, which are the management of Stakeholders, Scope, Risk, Schedule, and Cost.

To further strengthen your plan, include **two** further PMBOK knowledge areas. Communications and Resources management are covered briefly in the lectures. You can alternatively spend some further time researching other knowledge areas, represented by the PMBOK chapters, on your own or with your group.

To demonstrate your application of the PM knowledge areas, you can include content in your subsidiary management plans that relate to the following categories:



1. Baselines

Results of work done by your team, to develop the plan. This is the most direct and simplest kind of work to include because it forms your actual baseline project plan. E.g., your project baseline schedule, project risk register and baseline budget would be examples of this.

2. Methods

Descriptions of PM methods used by your team, to develop the project plan. E.g., describe how you analysed stakeholders, how you decomposed the WBS, or how you ranked risks and opportunities for your project. While these accounts are not your actual plan, they show how you have applied PM methods, and why you selected them.

3. Plans

Guides to how to manage the project – for your team (or the PM who executes the project if this is not you) to successfully complete the project. E.g., describe how the project team should continue to iterate scope, elicit requirements from stakeholders or continue to develop the project plans. How should they evaluate progress and close out the deliverables? This category shows what management tasks will need to be continued after the start of project execution and shows that you understand what this work is.

Task 3 – PMP Integration

Learning outcomes	Group/individual	Weighting	Deadline	Hand-in
CLO-4	Group	15% (overall)	10 th November	Pdf (Moodle)

Project Charter Introduction Section

Prepend an introduction section to your PMP that demonstrates a direct link between the project benefits, its major deliverables, stakeholders, and the strategic objectives of the client organisation.

Change

In the feedback from Task 2, you will be asked to make a change to your PMP. The requested change is tailored to your project and so it is not possible to list all possible options for change in advance. By way of example, this change could include, but is not limited to, the following possibilities:

- Changes in the budget
- Changes to scope
- Changes to assumptions and risks

Integration

Review and improve your PMP, with a particular focus on integration between the different parts. See the references to the PMBOK Guide for the definition of project integration [1]. To quickly get a good understanding of integration, consider that when reading through a PMP displaying excellent integration, you should be able to say 'yes' to the following questions:

¹ PMBOK Guide, 6th Ed. (2017) Part 1 Sec. 4 and Appendix X4.1



1. Have all the work packages (the lowest level of the WBS) been costed? are they all in the schedule? Are they in the budget?
2. Can the risks be traced to actual WBS and schedule items?
3. Can you trace the risks to the stakeholders, or to other project items?
4. Are the risk mitigation and contingency strategies comprehensive, properly costed, estimated for scheduling, and included in the budget and schedule?
5. If you've said you will do something in the resourcing plan, does it appear in the budget and the schedule?

While it is not possible to exhaustively list every single area where integration should appear in the PMP, it should clearly provide a single, cohesive view of the project, without loose ends, self-contradiction, or ambiguity. This makes a project plan resilient, convincing, and useful. For the present purposes of the PMP as an assignment, you can even go so far as to demonstrate this integration by cross referencing between the different parts of your PMP. This will help to give you the best mark.

Feedback

Incorporate feedback from your assessor(s), provided for Task 2, in your revised (v2) PMP that you hand in for Task 3.

Part of the objective of the staged structure of this assignment is to give teams a second chance at turning in a high-quality project plan.

The amount of work required to achieve good integration in your project plan will vary widely depending on the quality of work handed in for Task 2. For existing high-quality work, very little extra may be required to also score highly for integration in Task 3. For incomplete or problematic PMPs, the work required could be considerable.

Students can start or continue with this work immediately from submitting Task 2, as you may already have outstanding suggestions for improvement, arising from your own research or ongoing feedback from your demonstrator.

GSOE9820 Assignment Tasks 1-3

School of Mechanical and Manufacturing Engineering

Assignment Task 1	Poor	Insufficient	Developing	Accomplished
5% of overall grade	(0-25%)	(25-50%)	(50-75)	(75-100)
Project purpose – does the purpose of the project convey why we are doing it? [20%] 1	No	Can't tell	The project seems to be worth doing, but its usefulness is mainly subjective.	The purpose statement relates the project's main outcomes to a clear and objective need for it to be done.
WBS – Is the WBS constructed correctly? [40%] 2	Limited evidence of work done, or content obviously reproduced from templates with limited customisation.	WBS may be thrown together without using correct guidance.	WBS provides an impression of the project, possibly with some errors e.g. not following 100% rule.	WBS has no mistakes and provides confidence that you have a practical solution to deliver the project.
Scope Statement – does it describe the main deliverables, related work, and provide clear project boundaries? [40%] 2		May be hard to understand, or not correctly understood what scope is.	Project is loosely described leaving several uncertainties about what needs to be undertaken	Scope statement provides a clear summary of the deliverables and the project boundaries, and is fully consistent with the WBS and the project purpose.

Task 2 grading rubric 30% of overall grade	Poor (0-25%)	Insufficient (25-50%)	Developing (50-75)	Accomplished (75-100)
Does the PMP demonstrate the successful application and sufficient scope of PM Methods? [60%] 18 [Baselines & Methods]	Very limited evidence of work done, or content reproduced from templates with limited customisation. Borderline plagiarism.	Application of PM methods haphazard, may be gaps in knowledge areas, and/or generic content not specific to your project.	PM methods applied with specificity to the project, with representation across 5 essential PM knowledge areas.	PM methods applied with specificity, across 7 (or more) PM knowledge areas, <i>and</i> a significantly higher level of attention to detail and effort in evidence.
Are the PM methods described and referenced? [20%] 6 [Methods]	No	Sometimes. No referencing.	Yes, but not always, or vaguely. Some referencing.	Yes – it is clear from the PMP that the team have produced this work using guidance from PMBOK & course materials; includes elements of reflection on some of the methods, and why appropriate.
Do the plans provide guidance for the PM team during project execution? [20%] 6 [Plans]	No – just the baselines. Risk/opportunity management plan not detailed enough to form a basis for future action		The risk register provides some clear options and decision points for dealing with future events	Clear options and decision points for dealing with good and bad future events, <i>and</i> contingency plans.

Task 3 grading rubric	Poor	Insufficient	Developing	Accomplished
15% overall	(0-25%)	(25-50%)	(50-75)	(75-100)
Is there a project charter page that demonstrates how this project will deliver on organisational strategy? [30%] 6	No	Hazy or poorly described connection between the project and the organisational strategy	Connecting org. strategy to project outcomes, but not at an individual stakeholder/benefits level	Provides a systematic connection between organisational strategy, deliverables, benefits, and stakeholders.
Has the requested change been made? [20%] 3	No	Superficially	Mostly	Completely
Are the risk/opportunity responses integrated with the PMP? [30%] 3	n/a (no contingency planning)	No, they seem to be added on at the end	Incomplete integration	Yes – It is clear they form an integral part of scope, scheduling, and budgeting.
Does the budget table(s) demonstrate integration of all areas of the PMP? [20%] 3	Seriously incomplete	No, incomplete, has mistakes, or misunderstanding the meaning of reserve funding	The budget correctly differentiates between the types of project reserve funding	Yes – the budget table provides a concise overview of the plans, linking all the parts together.