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

Budgeting

Stakeholder management

Scheduling

Risk management

Project integration

Human Resources

The PMBOK Guide

Estimating cost and time

Contingency planning

Risk mitigation

Project scope

Design Thinking

Teamwork

Resource management

Communications management

Procurement

Requirements definition

Planning for opportunity

Change management

Task 1–Scope Definition

Learning outcomes	Group/individual	Weighting	Deadline	Hand-in
CLO-2	Individual	5% (overall)	Week 3 Fri 17:00	Moodle

Instructions

Carefully read the project brief that you have chosen to work on. It 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 lecture content, especially the week 1 and 2 Scope slides. Read PMBOK (6th Ed.) 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	40% for submission	Week 7 Fri 17:00	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.

Add 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.

Include baselines and management plans for 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 2 - Wk 6 Individual Progress Check Presentation

Learning outcomes	Group/individual	Weighting	Open	Hand-in
CLO-1,2,3,4	Individual	5%	Week 6 workshop	One minute presentation per student in tutorial time

In the week 6 meeting with demonstrators, student teams are requested to present an overview of all parts of their PMP project, in which each team member will spend one minute to show and summarise the work that they have completed for the PMP. This activity is provided as an opportunity for students to receive final guidance on how to improve integration between different parts in their PMP assignment.

Crucially, the group presentation also gives demonstrators a clear overview of the contribution of different team members, and this insight becomes a part of the grading of the PMP assignment. For this reason, full participation is strongly recommended for everyone in the team. This will happen during your tutorial session and attendance will be recorded.

Task 3 – PMP Integration (interview assessed)

Learning outcomes	Group/individual	Weighting	Deadline	Hand-in
CLO-4	Group	n/a	Week 9 Fri 17:00	Moodle assignment box

Change

After you hand in Task 2, you will be asked to make a change to your PMP. The requested change may be 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 update your PMP, with a particular focus on implementation of your change request and full integration between the different parts of the plan. You may change the PMP as much as you like. 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. 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?

You must hand in your updated PMP before your interview. **The updated PMP change will not be graded as a separate assignment**, but this document will be referred to by the assessor in your interview and you will need to be able to answer questions about its content.

Assignment Task 1 5% of overall grade	Poor (0-25%)	Insufficient (25-50%)	Developing (50-75)	Accomplished (75-100)
Project purpose – does the purpose of the project convey why we are doing it? **1/5**	Not attempted, or hard to understand what has been written.	Outcomes to be delivered by project unclear.	Project defined in terms of various outcomes but can't find an overall purpose	The purpose statement connects the project's main outcomes to the benefits that they deliver.
WBS – Is the WBS constructed correctly? **2/5**	Limited evidence of work done, or content obviously reproduced from templates with limited customisation.	WBS thrown together without using correct guidance. Strange connectors, loops or flowchart features; omissions in scope.	WBS provides a loose description of the project, possibly with some minor errors e.g. not always following 100% rule.	WBS has no mistakes and provides confidence that you have found a practical solution to deliver the project.
Scope Statement – does it describe the main deliverables, related work, and provide clear project boundaries? **2/5**		May be hard to understand, or not correctly understood what scope is. Obvious reproduction of text from the project brief.	Project is loosely described leaving several uncertainties about what needs to be undertaken. May devote significant space to describing project attributes other than scope.	Scope statement provides a clear summary of the deliverables and the project boundaries, and is fully consistent with the WBS and the project purpose. Near entirety of scope statement is about scope.

Task 2 grading rubric 40% of overall grade	Poor (0-25%)	Insufficient (25-50%)	Developing (50-75)	Accomplished (75-100)
Is the student on track to successfully deliver their parts of the PMP with their group? (Week 6 Progress Check) **5/45**	Student has not made any progress to date. Their plan for delivering components before the deadline is not convincing. Student is not engaging with their team members sufficiently.	Student has not made much progress to date and there is uncertainty around delivering their components before the deadline. Student is not engaging with their team members sufficiently.	Student has made some progress to date and has a high-level plan to deliver their components before the deadline. Student is engaging with their team members.	Student has made significant progress to date and has a clear and achievable plan to deliver their components before the deadline. Student is also actively engaging with their team members.
Is there a project charter page that demonstrates how this project will deliver on organisational strategy? **6/45**	No	Unclear what is the connection between the project and the organisational strategy	Charter describes connections between org. strategy and project outcomes, but not at an individual stakeholder/ benefits level	Provides a systematic connection between organisational strategy, deliverables, benefits, and stakeholders including a written description that makes this easy to understand
Does the PMP demonstrate the successful application and sufficient scope of PM Methods? (PMBOK Tools &Techniques) 15/45 **[Baselines & Methods]**	Very limited evidence of work done, or content reproduced from other sources 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 5-7 PM knowledge areas.	PM methods applied with specificity, across 7 (or more) PM knowledge areas, *and* a significantly higher level of attention to detail and effort in evidence.

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Do the plans provide guidance for the PM team during project execution? 8/45 [Plans]	No – just the baselines. Risk/opportunity management plan does not provide a basis for future action.	The risk register provides some options for dealing with future events but the risk descriptions will leave uncertainty whether risks have triggered; risk responses are vague about what to do if they have.	Risk register indicates plans and clear decision points for dealing with future events.	Risk register indicates plans and clear decision points for dealing with future events. Includes contingencies for some threats and opportunities. And a descriptive summary for the executing team on how to manage the project.
Are the PM methods described and referenced? 5/45 [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 reflection on some of the methods, and why appropriate.
Are the risk responses integrated with the PMP? 3/45	n/a	No, they seem to be added on at the end	Incomplete integration	Yes – It is clear they have been considered as part of scope, scheduling, and budgeting.
Does the budget table(s) demonstrate integration of all areas of the PMP? 3/45	Seriously incomplete	No, incomplete, has mistakes, or misunderstanding the meaning of reserve funding	Yes, and the budget correctly differentiates between the types of project reserve funds	Yes – the budget summary table provides a concise overview of the PMP, linking all the parts together and correctly distinguishing between the project reserve funds.

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