

Instructions for Project II portfolio that reflects project management skills including evaluation criteria (45% of the total course grade)

Professional project management becomes visible throughout the project in many different situations and practices. Everything is not always easily traceable, i.e. e-mails, blogs, status updates etc. However, for learning and evaluation purposes it is recommended that you build some kind of organized system to collect and save traces and evidence of your project management knowledge and skills during the whole lifecycle of the project. This whole collection of your project traces and your experiences during the project constitute your *project management portfolio*.

For the evaluation purposes of your project work and management skills, you will demonstrate your learning with a short reflective *project portfolio* supported with purposefully selected examples from your actual project management portfolio. With this project portfolio, for evaluation purposes, you make visible your learning related to project management knowledge and skills during your project. For evaluation purposes your learning related to project planning, project work and project management needs to be made visible. The project portfolio will be evaluated in the end of the project, and you get 45% of total course grade based on the portfolio.

Here you will find a simple structure for your project portfolio. Each item gives you a specific theme as a perspective from which to consider and reflect your learning on project management knowledge and skills. How did the project experience develop your knowledge and skills on project management (perhaps you made even new innovations of your own)? How did this experience change your previous knowledge and assumptions concerning project management? What were your strengths and weaknesses? What is still needed in order to further develop your knowledge and skills?

The project portfolio should be **8-10 pages** without appendices (see detailed recommendations below showing our evaluation emphasis) following the TOL document template and formal recommendations. Under each theme, you discuss your most important learning experiences on your way to become more competent professional on project management. In appendices, you will provide the core examples of your project management portfolio as the evidence supporting your arguments. That means, in addition to two compulsory appendices it is recommended to refer also to other meaningful examples (e.g. meeting invitation, meeting memo, excerpt from e-mail discussion, wiki page, etc.) as reference for your statements.

- Cover page, abstract (max 300 words) and table of contents (3 pages altogether)
- Project results (1 page)
 - o the evolution of your goals in relation to your actual achievements
- Project planning (1 page)
 - o short description of the planning of your project at the start and during the project (i.e. reflecting your planning afterwards)
 - o supported with examples whenever possible (include each example referred as an appendix)
 - o project plan (a compulsory appendix)
- Project work and management (2 pages)
 - o short description of the project phases and their implementation (in relation to your plan)
 - o potential problems faced during the project and how were they solved
 - o evaluation of your team work during the project (e.g. communication and information sharing)
 - problems with team work are common, how did you manage them? (you need to learn to manage them professionally)
 - o managing the project and following the progress of the project (i.e. the work mostly done by the project manager)
 - note, especially the use of the (time) resources!
 - o supported with examples whenever possible (include each example referred as an appendix)
 - o final report (a compulsory appendix)
- Steering group meetings (1-2 pages)
 - o preparations for the meetings (invitation and materials provided for the decision making)
 - o meeting practices (agenda, presentations and status reporting, support for the decision making)
 - o subsequent acts (memos + action points)
- Appendices
 - o project plan and final report (compulsory)
 - o potential examples

Evaluation (45% of the total course grade)

Evaluation criteria for expected outcome (grade 3):

- project results in relation to project goals
 - o project goals defined in a verifiable way
 - o project goals seem to be adequate and attainable with the given resources
 - o changes implemented in professional way (project manager/SG)
 - o results are verifiable and expected in relation to given resources
- the portfolio shows evidence on learning related to project planning of the project (with limited size and resources as well as in relation to how challenging the task was)
 - o project goals, deliverables, tasks and schedule are clear and allocation of the resources is made both by tasks and by persons
 - o the core project management practices and standards to be followed are clear (deadlines, meetings, reports, etc.)
- the portfolio shows evidence on professional implementation of the project with the limited resources to the level of the challenge reasonable in relation to those resources, “everything is taken care of”
 - o team work, task allocation, following the resources and schedule, etc.
 - o following the planned practices and standards
- the portfolio shows evidence on professional management of the project triangle in real time: goals, time and resources (following the resources used, meetings, etc.)
- the portfolio shows evidence on reporting the status and progress of the project and its results in such a way that is adequate for the project
- the portfolio shows evidence on understanding the meaning of the SG-ProjectManager-ProjectGroup –organization for project management
 - o e.g. status reports and practices to prepare and to make good use the SG for decision making
 - o meetings scheduled accordingly, professional invitations with adequate material, etc.

Evaluation criteria for outcomes over expectations (grades 4 or 5).

- realistic outcome achieved in time and within the given resources
- project results over expectations (good project plan defines criteria for expected, good and excellent results)
- nothing to complain about the project management
- project group witness devotion and commitment to their shared goals

Evaluation criteria for outcomes under expectations (grades 1 or 2).

- project goals are more or less insufficiently defined
- it is difficult to evaluate the project outcome in relation to the goals
- project outcome does not fit adequately with the given resources
- project management practices followed are more or less insufficient for the project (deviations from the schedule, insufficient use of the given resources, etc.)
- not enough devotion to team building and inability to solve anticipated communication problems