

**Faculty of Business and Law**

**Assignment Brief 2022/23**

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| Unit Title: Leading and Managing Project Teams | | |  | |
| Unit Code: | 5Z7V0004 | Core: MSc PM | | Level: 7 |
| Assignment Title: Report\_SIT | | | | |
| Unit Leader: Dr Amin Akhavan Tabassi | | | | |
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| Submission Date: See Date on Moodle\_10 Jan 2023 | | Feedback Return Date: See Date on Moodle | | |
| Submission Instructions: submit through Moodle | | | | |
| Feedback Return Information: Feedback will be uploaded to Moodle | | | | |
| **Assignment Task and Word Count:**  Prepare a 3500-word report that critically discusses and analyses the development and management of a team that will successfully deliver future projects. | | | | |
| **Unit Learning Outcomes Assessed:**   1. Critically examine the complex nature of team dynamics when delivering projects. 2. Identify and evaluate contemporary managerial concerns relating to multi-cultural project teams and conflict resolution. 3. Demonstrate a critical awareness of organisational factors influencing people's behaviour and performance during the delivery of projects. | | | | |
| **Early Career/ World Class Professional Skills (PLOs) being assessed or developed/assessed:**  This assignment will help further develop your information gathering capabilities, critical analysis and thinking skills and practical decision making, and enhance your written communication skills essential for employability and lifelong learning.  PLO1. Our graduates will apply critical thinking to practical and theoretical problems (developed)  PLO2. Our graduates will be effective communicators using a range of media (developed and assessed)  PLO4. Our graduates will demonstrate professional and commercial/corporate awareness (developed) | | | | |
| **Assignment Details and Instructions:**  Prime Group is a leading company and trusted partner to a range of clients focused on project delivery across the energy, built environment, hospitality, automobile, and other industrial sectors. The company has a history of separated departments with focused functional line managers and four major departments: marketing, engineering, R&D and administration. Through these departments, they offer unique products and subject matter expertise to deliver innovative solutions to critical challenges for their clients’ projects.  Due to the strong level of autonomy of the departments, internal competition always exists. Functional line managers frequently compete with each other rather than focusing on the best interests of Prime Group. Each functional line manager would hope the other would be the cause for project delays rather than working together to avoid delays altogether. Once dates slipped, fingers were pointed and the problem would deteriorate over time.  The CEO of Prime Group is an ardent believer in project management and usually highlights the linkages between effective and appropriate leadership and successful project delivery. Unfortunately, the CEO’s ideologies seem to fall on deaf ears and projects continued to fail miserably. The majority of failures have been attributed to limited knowledge of organisational factors influencing people's behaviour and performance during the delivery of projects. Project failures were also attributed to a lack of commitment and collaboration from functional line managers. As Prime Group is set to adopt new ways of working to optimise team performance, the CEO is also interested in exploring alternatives, especially with several viable opportunities to attract clients internationally.  As a project management consultant, the CEO has asked you to prepare a report that critically discusses and analyses the development and management of teams responsible for the successful delivery of future business activities for Prime Group. Your report needs to critically examine and consider the contribution of leadership, stakeholder engagement, organisational structures, team roles, communication and conflict resolution to the behaviour and performance of teams. To achieve this, your report has to demonstrate a critical awareness of at least eighteen relevant academic literature. As a minimum, your report must contain:   * An introduction * The main discussion area that focuses on the task * Three main recommendations for Prime Group’s future teams * A conclusion and a list of references.   Your report should be a maximum of 3500 words *(the excess will be ignored from evaluation)*. Diagrams, tables and appendices do not contribute to the word count. All diagrams and tables should be clearly labelled and linked to the text they support.  **Additional information.**  The expectation is that ALL students will attend all lectures. During the lectures, there will be formative tutorials to introduce the assignment and enhance your ability to draft the assignment.  What you MUST do:   * Use MMU Harvard referencing appropriately and in full both in the text as citations and listed in full, alphabetically, at the end. * Use grammatically correct formal English. * Proofread your work. * Provide a robust structure and context for your analysis. * You must use your own words – the assignment is designed to demonstrate YOUR knowledge. You must synthesise and interpret what the various authors are saying. * You must read the assignment brief. * You must use UK English, not USA English. * Include a word count on your front page. * Adhere to the 9:00 pm submission deadline on the submission date.   What you must NOT do:   * Do not use Wikipedia or other inappropriate websites. * Do not use generic texts books, these will not contain the information you need. * Do not leave the task to the last minute. * Do not go over the word count, no work will be marked over the maximum limit. * Do not use unnecessary quotations; you have a limited word count. * Do not submit late.   **Quality of Analysis**  The quality of your analysis will be considered. This should comprise a critical use of the literature, to underpin and ground evidence, data, models, and theory.  **Presentation**  The assignment should be presented in a well-structured essay, with appropriate topics chosen, identifying key themes and sub-themes and be well-scoped. A clear, coherent assignment with appropriate referencing should be produced. Referencing: Please ensure to reference all work using the Harvard Referencing System (H.R.S.). See the library guide on the HRS, for further information, at <http://libguides.mmu.ac.uk/refguide>  **Notes**  The individual assignment accounts for 100 percent of the marks awarded for this unit.  This comprises an individual piece of work of a maximum of 3500 words for 100 percent (as specified in this brief).  See the unit folder on Moodle for further information. | | | | |
| **Plagiarism and Academic Integrity:**  The work submitted must be your own. All submissions are checked for originality using various tools such as Turnitin. Please refer to the University’s guidelines <https://www2.mmu.ac.uk/student-case-management/guidance-for-students/academic-misconduct/>  Penalties may be applied if you copy or otherwise re-use the work of others without full acknowledgement (e.g. you must reference your work appropriately). | | | | |
| **Ethics:**  Making use of empirical data, or access to sensitive documents that are not available in public domains will require you to apply for Ethics approval. To get more about research ethics and governance visit:  <https://www2.mmu.ac.uk/research/staff/ethics-and-governance/ethics/>    It is, however, advised to use only published work for this assignment. | | | | |
| **Late submissions & Assessment Mitigations:**  Please refer to [this link](https://www.mmu.ac.uk/student-life/course/assessments) which will take you to MMU Student Life Assessment & Results guidance. Here you will find information for MMU’s assessment mitigations process. Further guidance can be found in this [video link](https://mmutube.mmu.ac.uk/media/Moodle+Mitigation+Request+-+Student+Process/1_ktu7v3qg) for step-by-step instructions on how to apply for your extension via Moodle.    **Please Note:** If you think you are unable to submit on time due to a health or some other unforeseen issue you must request this via your unit Moodle page, referring to the guidance in the links provided above.  If your submission is after the deadline but within the 5-working-day period of it, element marks will be automatically capped at 50% for Level 7 submissions.  The Unit mark will remain uncapped. Application of the late submission cap will not be considered as a re-assessment, nor will it impact upon a student's re-assessment opportunities elsewhere in the Unit.  Any assignments submitted after the 5-working-day late submission period will be automatically capped at 0%.  If you attempt to submit after the five-day grace period, without approved exceptional factors, it will be classed as a non-submission. You will then be offered the opportunity to resubmit at the next assessment opportunity as determined by the exam board. | | | | |
| **Feedback and Support:**  You will be given feedback on your submitted work. This will comment on your ability to be critical of information to support your arguments and how you have analysed them in context, how you have used that to construct and communicate your arguments and how you have used academic and industry sources to underpin your thinking. | | | | |
| **Technical Support:**  You are advised to check your work after upload, to make sure it has uploaded properly. You should make at least one full backup copy of your work. If you have technical problems submitting to Moodle you should **email the unit leader** and [submit@mmu.ac.uk](mailto:submit@mmu.ac.uk) with your file and log the issue with the IT Helpline, ithelpline@mmu.ac.uk or tel 0161 247 4646. | | | | |
| **Resources:**  The following resources will be available for you:   * Tutorial support and Moodle resources * Additional background reading and pertinent papers as highlighted within the lectures/tutorials.   Core texts:  Muller, R. and Turner, J.R. (2010). Project Oriented Leadership. Gower Publishing Limited: Surrey.  Other texts:  Madsen, S. (2019). The Power of Project Leadership: 7 Keys to Help You Transform from Project Manager to Project Leader. 2nd ed. Kogan: London.  McManus, J. (2006). Leadership: Project and Human Capital Management. Butterworth-Heinemann, Oxford.  Wilde, D.J. (2009). Teamology: The Construction and Organization of Effective Teams. Springer Verlag: London.  Journals:  International Journal of Project Management  <https://www.journals.elsevier.com/international-journal-of-project-management>  Project Management Institute Journal  <https://journals.sagepub.com/home/pmx>  Human Relations  <https://journals.sagepub.com/home/hum>  Websites:  Association for Project Management (APM) [www.apm.org.uk](http://www.apm.org.uk)  Project Management Institution (PMI) <https://www.pmi.org> | | | | |
| **Marking Criteria:** \*  See below for the Assessment Marking Criteria (including Programme Learning Outcomes Assessment Criteria, as applicable).  Note that the pass mark for this assignment is 50%.  The University Step Marking scheme will be used for each element of the assignment. The marking rubrics at the end of this brief gives the more specific criteria for guiding the marks awarded in the context of this unit.   |  |  |  | | --- | --- | --- | | **Mark** | **UG Classification** | **PGT Classification** | | 95 - 100% | Outstanding | First Distinction | | 90% | Very High First |  | | 85% | High First |  | | 80% | Mid First |  | | 75% | Low First |  | | 72% | Marginal First |  | | 68% | High 2.1 | Merit | | 65% | Mid 2.1 |  | | 62% | Low 2.1 |  | | 58% | High 2.2 | Pass | | 55% | Mid 2.2 |  | | 52% | Low 2.2 |  | | 48% | High third | Fail | | 45% | Mid third |  | | 42% | Low third |  | | 38% | Marginal Fail |  | | 35% |  |  | | 32% |  |  | | 28% | Clear Fail |  | | 25% |  |  | | 22% |  |  | | 18% | Very poor Fail |  | | 15% |  |  | | 12% |  |  | | 8% |  |  | | 5% |  |  | | 2% |  |  | | 0% | Non submission |  | | | | | |
| **Group Work Guidelines (If applicable):** not applicable | | | | |
| **Unit Specification:**  See Moodle for Unit Specification | | | | |

**Assessment Marking Criteria Rubric \***

The University has introduced a step marking scheme. Within a grade band you will be awarded a mark of 2, 5, or 8 e.g. 52, 55, 58 or 62, 65, 68, indicating whether your work is overall mid, low, or high within that grade band. The full step marking scheme can be found at<https://www.celt.mmu.ac.uk/assessment/lifecycle/5_step_marking.php>

**Report (100% weighting)**

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| **MARKING CRITERIA** | 0-19% | 20-29% | 30 - 39% | 40-49% | 50-59% | 60- 69% | 70-79% | 80-89% | 90-100% |
| **Key points framed and contextualised** | No points outlined or framed | Extremely limited background context and framing of concepts | Some back ground and contextualisation offered, incomplete and superficial points raised | Descriptive background and context adequate number of points raised | Sufficient contextualisation and background, sufficient identification and framing of key issues | Good examination and contextualisation of key issues, well defined and framed with practical examples | Rigorous critical contextualisation underpinned with theory. Thorough identification of issues | Very high standard of contextualisation underpinned with theory. Thorough identification of issues | Exemplary contextualisation, meticulously framed |
| **Critical discussion on the factors affecting the team formation and management** | Purely descriptive. No form of critical discussion on factors affecting the team formation and management | Very limited critical discussion on factors affecting the team formation and management | Some critical discussion on factors affecting the team formation and management | Adequate critical discussion on factors affecting the team formation and management | Sufficient critical discussion on factors affecting the team formation and management | Fluent critical discussion on factors affecting the team formation and management | Original critical discussion on factors affecting the team formation and management | Very high standard of discussion on factors affecting the team formation and management | Insightful critical discussion on factors affecting the team formation and management |
| **Utilisation of evidence from literature** | No use of literature | Extremely limited use of evidence or data from literature | Some literature and evidence used | Adequate evidence and data used from literature | Satisfactory use of data and evidence from literature | Good critical use of evidence and data from literature | Rigorous use of data and evidence from literature | Very high use of data and evidence from literature | Authoritative and exemplary use of data and evidence from secondary sources |
| **Conclusions and recommendations are evidence based and supported through critical discussion**  **PLO 2.1.1** | Does not include conclusions and recommendations | Very limited conclusions and recommendations that have tenuous links to the discussion | Some conclusions and recommendations drawn but are more opinionated than evidence based | Adequate conclusions and recommendations drawn from discussion | Satisfactory conclusions and recommendations drawn from discussion | Appropriate and critical conclusions and recommendations drawn from discussion | Reflective conclusions and recommendations drawn from discussion | Illuminating and insightful conclusions and recommendations drawn from discussion | Conclusions and recommendations lead to very significant insights and relevant future work |
| **Consistent and appropriate referencing and in text citation**  **PLO 2.1.2** | No evidence of MMU referencing and in text citation | Very few references, inappropriate sources, poor in text citation. Poor use of MMU Harvard style | Some references and in text citation.  Not in the MMU Harvard style or inconsistently applied | Adequate MMU Harvard referencing, but still some inconsistences, some inappropriate sources. Adequate in text citations | Satisfactory MMU Harvard referencing, Sufficient in text citations, more needed | Thorough and sufficient MMU referencing. Precise in text citations | Sophisticated MMU referencing and in text citations | Very outstanding MMU referencing and in text citation | Authoritative MMU referencing and in text citations |
| **Effectively and**  **communicate information**  **appropriately and accurately**  **using a range of media**  **PLO 2.1.3** | Very poor structure and standard of communication. | Poor structure, disrupted flow. Limited logical flow. Poor use of relevant digital media | Some structure and logical communication flow, but it is too jumbled. Satisfactory use of relevant digital media | Adequate structure and flow, acceptable organisation and communication. Adequate use of relevant digital media | Sufficiently clear structure, organisation and communication. Satisfactory use of relevant digital media | Good structure and organisation. Good use of relevant digital media | Excellent structure and organisation. Very good use relevant digital media | Outstanding structure and organisation. Outstanding use of relevant digital media | Very outstanding structure and organisation. Exemplary use of media relevant |