FIT5057 Assignment 2: Risk, Quality, and Stakeholder/Communication Management

Project Management

Overview

This assignment is worth 25% of your final mark. It is divided into two parts:

- **Part 1:** Team demonstration of the risk register development process. (During your Applied class in Week 8)
- **Part 2:** Individual submission of quality and stakeholder/communication management plans. (due on Week 9, Friday 9th May 2025 11:55pm)

1. Introduction

Assignment 2 focuses on three critical aspects of project management: Risk Management, Quality Management, and Stakeholder and Communication Management. Through completing this assignment, students will apply their practical and theoretical knowledge to identify, analyse, and respond to risks; define measurable quality goals and assurance steps; and build clear and effective stakeholder and communication management plans.

1.1 Assignment Objectives
The primary objectives of this assignment are:

- To enable students to apply risk management frameworks in identifying and mitigating project risks systematically.
- To develop comprehensive quality management plans that align with project and organisational goals.
- To create effective stakeholder communication strategies, ensuring stakeholder needs and expectations are met throughout the project lifecycle.

1.2 Relation to Unit Learning Objectives
This assignment supports the unit learning objectives by:

- Applying core principles of risk management to real-world scenarios, enhancing decision-making and critical thinking skills.
- Strengthening the ability to design quality assurance and control systems that meet industry standards, such as ISO guidelines.
- Enhancing communication skills and stakeholder engagement through the development of targeted communication plans, consistent with professional project management practices.

2. Part 1: Team Demonstration – Risk Management Plan Development Process (20%)

2.1 Objective
Demonstrate the process of developing a comprehensive Risk Management Plan for your chosen project, explain how risks were identified, analysed, prioritised and managed collaboratively. This includes highlighting the iterative process and the steps taken to ensure a thorough and actionable plan.

2.2 Instructions

2.2.1 Preparation

- **Utilise Frameworks:** Follow the Risk Management Framework covered in Workshop 6.
- **Collaboration:** Hold brainstorming sessions with your team. Ensure a broad and diverse range of risks were discussed in the sessions.
- **Documentation:** Record key insights, decisions, as well as reflections on improving the overall process.

2.2.2 Steps to undertake

- **Risk Identification**
  - Brainstorm risks using techniques such as root cause analysis and scenario planning.
  - Consider both internal and external factors, including technical, financial, and stakeholder risks.
  - Compile a Risk Register that includes at least 6 risks (for a team of 3 students) or 8 risks (for a team of 4 students) for the projects or the portfolio, detailing their sources, likelihood, and potential impacts.
  - **Note** that the Assessment will take into consideration the diversity and variations of the risks documented in the Risk Register.
  - *Optional for students pursuing Distinction or High Distinction*: Ensure cohesive risk identification in the portfolio and across projects, avoiding overlaps. Students may briefly explain this in the Overview or Wrap-Up of the demonstration, and reflect on which level the risks are related to (project vs portfolio).

- **Risk Analysis**
  - Analyse the risks using qualitative and quantitative methods to assess their likelihood and impact.

- **Risk Prioritisation**
  - Develop and utilise a probability-impact matrix to prioritise risks, focusing on risks that could severely impact project outcomes.

○ Justify your prioritisation decisions through team consensus.

- **Response Planning**
    ○ Develop response plans for the risks identified in your Risk Register.
    ○ Ensure response plans are realistic and within scope.
    ○ *Optional for students pursuing <u>High Distinction</u>*: Prepare a time and cost analysis report for management, elaborating the implications and time/cost requirements to execute the risk responses plans.

2.2.3 Demonstration (total of 11 minutes for a team of 4; for a team of up to 3, time should be adjusted to maximum 8 minutes):

- **Overview of the Portfolio (1 minute):** Introduce your portfolio and each of your project's objectives.

- **Walkthrough the Risk Register (2 minutes per team member):** Each team member presents two risks related to their project or the portfolio. The presentation comprises
    ○ an overview of each risk,
    ○ the evaluation/analysis of each risk, including likelihood and impact with clear justification, and
    ○ a summary of the response strategy.
    ○ Students can illustrate their risks analysis by including screenshots of the Risk Register in their slides or displaying the risk register within the provided Risk Register template.
    ○ *Optional for <u>High Distinction</u>*: Students who are aiming for High Distinction may also depict the cost and time requirements needed to execute the risk responses

- **Risk Prioritisation and Wrap Up (2 minute):** Describe how risks are prioritised in the portfolio, supported by the probability-impact matrix visualisation and key takeaways from the collaborations with your team on risk management.

2.2.4 Visual tools and submission:

- **Slides or Visual Tools:** Use graphs, tables, and a clear Risk Register and probability-impact matrix for visual support.
- **Submit the following <u>individually</u> before your Week 8 demonstrations:**
    ○ Complete Team Risk Register (Excel or Word).
    ○ Team presentation slides (PDF).

3. Part 2: Individual Submission - Quality and Stakeholder/Communication Plans (80%)

Due Date: Week 9 (Friday 9th May 2025 11:55pm)

3.1 Objective

Develop individual Quality Management and Stakeholder/Communication Management plans for your individual projects. Demonstrate your ability to maintain project quality expectations and standards and engage and communicate effectively with stakeholders.

3.2 Quality Management Plan (30%)

3.2.1 Objective

Develop a Quality Management Plan to ensure the project meets the desired stakeholder expectations and standards and aligns with the organisation's goals.

3.2.2 Instructions

A. **Define Two Quality Objectives and Quality Standards:**

   a. Clearly articulate two quality objectives of the project, ensuring they align with the overall project goals and stakeholder expectations. Define what "quality" means for your individual project.

   b. For each quality objective, identify at least two applicable standards relevant to your system (e.g. ISO 9001, WCAG, or discipline-specific guidelines). These standards or requirements must provide a basis for ensuring the project meets industry standards and regulatory requirements.

   c. For each quality objective, specify measurable criteria for assessing quality (e.g. defect rates, adherence to specifications, customer satisfaction scores). Ensure these metrics are linked to the identified quality standards and project objectives.

3.3 Stakeholder/Communication Management Plan (40%):

3.3.1 Objective

Develop a Stakeholder Register and Communication Matrix to support effective stakeholder engagement by defining communication expectations, preferred channels, and ensuring consistent communication throughout the project lifecycle.

3.3.2 Instructions

A. **Stakeholder Register**

   a. Identify at least **eight key stakeholders** for the project, including stakeholders from the project team, the client organisation, and other external parties.

B. **Communication Matrix:**

   a. Determine the communication needs for the project. Examples include meetings, emails, reports, dashboards, etc.

b. While there is no minimum/maximum number of communication types/methods, make sure that you have identified <u>at least one</u> communication type/method for <u>each stakeholder group.</u>

c. A stakeholder group or individual stakeholders may be recipients of more than one communication type/method.

C. **Stakeholder Management and Engagement Plan:**

a. Develop a management and engagement plan for two key stakeholders who are <u>not on the project team</u>. The plan should address how their goals and expectations will be managed throughout the project lifecycle. Indicate their level of influence, interest and their current engagement level.

b. Ensure you identify key stakeholders who have significant influence or a critical interest in the project but are not part of the project team.

3.3.3 Submission Requirements

● Format: PDF document

● Length:

○ Section 3.2 (Quality Management Plan): Max 1,000 words — write in paragraph format only. Do not use tables in this section.

○ Section 3.3.2c (Stakeholder Management and Engagement Plan): Max 500 words (No word limits for Stakeholder Register and Communication Matrix).

● File Naming Convention: YourStudentID_Assignment2_Part2.pdf

● Submission: Upload to Moodle by Week 9, Friday 9th May 2025 11.55pm

4. Completeness and correctness of statements; clarity of expressions (5%)

The individual report should contain clearly structured information that is focused on identifying and addressing all requirements of the deliverable with clear supporting information. The report should be well presented and include key elements of a succinct report such as a title or cover page, a table of contents, page numbers, appendices (if applicable), etc.

All sections of the report and the analyses and discussions are expected to demonstrate originality, creativity, and sophisticated thinking. The statements show an excellent understanding of the foundation of the unit and a strong capability to transform the theories into intellectual contributions.

5. Use of references (5%)

Students are expected to search for relevant extra readings and draw on suitable literature from academic publications as well as practitioner outlets. All sources of information must be fully and appropriately acknowledged using in-text citation and reference list. Use at least 3 references. The reference section should use the American Psychological Association (APA) style of referencing.

(APA 7th style: https://guides.lib.monash.edu/apa-7)

Assignment deliverables structure & criteria:

Assignment 2 Deliverable	Task & Submission Details	Weight
Part 1 Team Demonstration	**Due Date: During your Applied class in Week 8 (28th April - 2nd May)**	
Documents should be individually Submitted before your Week 8 demonstrations: ● Complete Team Risk Register (Excel or Word). ● Team presentation slides (PDF).		
Project Risk Management	Complete Risk Register and prepare team presentation slides. Perform team demonstration of the risk register development process.	20%
Part 2 Individual Submission	**Due Date: Week 9 (Friday 9th May 2025 11:55pm)**	
File Naming Convention: YourStudentID_Assignment2_Part2.pdf Submission: Upload to Moodle by Week 9, Friday 9th May 2025 11.55pm		
Project Quality Management	A list of two quality standards/requirements that meet the stakeholder expectations and portfolio requirements. Word limit: Max 1,000 words — write in paragraph format only. Do not use tables in this section.	30%
Project Stakeholder and Communication Management	Prepare a stakeholder register including at least 8 major stakeholders using the template in the Writing Guide No word limit	40%
	Prepare a communication matrix to determine the communication needs for the project stakeholders using the template in the Writing Guide No word limit	
	Create a stakeholder management and engagement strategy for the project focusing on two stakeholders from the Stakeholder Register who are not on the project team using the template in the Writing Guide Word limit: Max 500 words	
Completeness and correctness of statements; clarity of expressions		5%
Use of references		5%

Plagiarism Declaration

When uploading your assignment on Moodle, you are required to accept the Student Statement (which includes a declaration that you have not plagiarised during the preparation of your assignment solution). You are required to ACCEPT the Student Statement; otherwise, you will not be able to submit your assignment electronically and your assignment will NOT be assessed.

Generative AI

AI & Generative AI tools may be used SELECTIVELY within this assessment. Where used, AI must be used responsibly, clearly documented and appropriately acknowledged (see Learn HQ).
 Any work submitted for a mark must:
- represent a sincere demonstration of your human efforts, skills and subject knowledge that you will be accountable for.
- adhere to the guidelines for AI use set for the assessment task.
- reflect the University's commitment to academic integrity and ethical behaviour.

Inappropriate AI use and/or AI use without acknowledgement will be considered a breach of academic integrity.

Late Submission

1. Submission must be made by the due date. Unless an extension or special consideration has been granted, or otherwise specified in the learning management system, students who submit an assessment task after the due date will receive a late-submission penalty of 5 percent of the available marks in that task. A further penalty of 5 percent of the available marks will be applied for each additional day (24-hour period), or part thereof, the assessment task is overdue.

2. If you cannot complete an assessment (due to exceptional circumstances beyond your control), you may be eligible for a short extension or special consideration. A short extension is two calendar days and is available once for each eligible assessment. The first short extension for a unit will be granted without a reason given. All subsequent extensions require a reason when the application is submitted. Special consideration is a longer extension (for more than two days). Eligible students must supply a reason and supporting documentation.

3. For more details of the Special Consideration procedure and rules, and how to apply, visit:
   https://www.monash.edu/students/admin/exams/changes/special-consideration

6. Resources

Risk Management

Key Resources:

- **PMI:**
   - *PMI Practice Standard for Risk Management:* Comprehensive guidelines on identifying, analysing, and responding to risks.

- ○ PMI Risk Management Framework: Practical applications of risk assessment and mitigation strategies.
- **PMBOK 6th Edition:**
  - ○ Chapter 11: *Project Risk Management*
    - ■ Details processes like risk identification, qualitative/quantitative risk analysis, and response planning.
- **PMBOK 7th Edition:**
  - ○ Section: *Uncertainty Performance Domain (pp. 66-71)*
    - ■ Focuses on managing risks in dynamic and adaptive environments.
- **Schwalbe (2018):**
  - ○ Chapter 11: *Risk Management*
    - ■ Real-world examples and techniques for identifying and mitigating IT project risks.
- **Brewer & Dittman (2018):**
  - ○ Chapter 9: *IT-Specific Risks and Solutions*
    - ■ Tools and methods tailored to technology-focused projects.

Quality Management

Key Resources:

- **PMI:**
  - ○ *PMI Standards for Quality Management:* Includes assurance and control practices for ensuring deliverable quality.
- **ISO Standards:**
  - ○ *ISO 9001:* Framework for establishing quality management systems and metrics.
  - ○ *ISO/IEC 25010:* Standards for evaluating software product quality, if applicable.
- **PMBOK 6th Edition:**
  - ○ Chapter 8: *Project Quality Management*
    - ■ Explains quality planning, assurance, and control processes with examples.
- **PMBOK 7th Edition:**
  - ○ Section: *Quality Performance Domain (pp. 75-79)*
    - ■ Emphasis on continuous improvement and adaptive approaches.
- **Schwalbe (2018):**
  - ○ Chapter 8: *Quality Management*
    - ■ Hands-on exercises for defining quality metrics and implementing assurance processes.
- **Brewer & Dittman (2018):**
  - ○ Chapter 7: *Quality Planning and Control*
    - ■ Practical tools for setting standards and performing quality audits.

Stakeholder/Communication Management

Key Resources:

- **PMI:**
  - *PMI Practice Guide on Stakeholder Engagement:* Strategies for effective communication and managing stakeholder expectations.
- **PMBOK 6th Edition:**
  - Chapter 13: *Project Stakeholder Management*
    - Covers identification, analysis, and engagement strategies.
  - Chapter 10: *Project Communication Management*
    - Discusses methods and technologies for efficient project communication.
- **PMBOK 7th Edition:**
  - Section: *Stakeholder Performance Domain (pp. 80-85)*
    - Focus on aligning stakeholder interests with project goals.
- **Schwalbe (2018):**
  - Chapter 10: *Communications Management*
    - Real-world examples for developing communication schedules and engagement plans.
- **Brewer & Dittman (2018):**
  - Chapter 5: *Stakeholder Analysis and Engagement Strategies*
    - Step-by-step instructions for creating stakeholder matrices and managing influence.

General References

- **United Nations SDG Knowledge Platform:**
  - Guidance for aligning project objectives with relevant SDGs, including examples and case studies.
- **Monash University Resources:**
  - *Monash Climate Action Plan*
  - *Monash Energy Institute*
  - Access to Monash University Library databases for peer-reviewed journals and industry standards.