

## Faculty of Business and Law

### Assignment Brief Mode E and R Regulations

<b>Module Title:</b>	Principles of Project Management
<b>Module Code:</b>	234SAM
<b>Module Leader:</b>	Dr Sunny Akpabot

<b>Assignment Number</b>	Coursework
<b>Assignment Title</b>	<b>HS2 Curzon Street Station Project</b>
<b>Assignment Credits</b>	10

<b>Release Date:</b>	<b>20/01/2020</b>
<b>Submission Date/Time:</b>	By 6 <sup>th</sup> March 2020, at 18:00:00 (6pm)
<b>Submission Time and Place:</b>	<b>Submission through Turnitin ONLY</b>

#### Assessment Information

This assignment is designed to assess learning outcomes:

1. Evaluate and apply modern project management techniques to real projects in the business environment.
2. Critically analyse the different tools and techniques used in project management.

This assignment is an **individual** assignment.

This assignment requires you to prepare a Project Initiation Document (PID) base on the following case study:

The Curzon Street Masterplan outlines proposals for the 141 hectare area of regeneration. It covers the area that will house the HS2 Curzon Street station in Birmingham city centre, along with multi-million pounds investment into the surrounding area. It envisages the creation of 36,000 new jobs. 4,000 new homes and 600,000 square metres of commercial development.

The HS2 Curzon Street station project is part of this development and will include the construction of seven high speed platforms and a taxi ramp. It will also include the installation of IT and train control systems, and the training staff on the use of the new systems. A project Feasibility Assessment and Environmental and Social Impact Assessment has been completed. Also, a Business Case has been prepared and a budget of £2.1 million has been approved by the HS2 Project Board. The project is to be completed within a year and six months.

The new station will not only be for high speed rail passengers. It will be a brand new public space and gateway into Birmingham city centre. The existing Moor Street station is at one end, the Millennium Point development and historic Curzon Street station building are to the north of the site and the existing Birmingham to Rugby railway line runs along the south side. The station will be fully integrated into an extended tram network, as well as offering pedestrian, cycle, taxi, bus and conventional rail connections to the rest of the city and the wider West Midlands.

*(Adapted from HS2, 2019)*

You have been hired as the project manager to oversee the planning and development of this project. Your first task is to prepare a **project initiation document** (2000 words), drawing on appropriate project management theory and frameworks, to present to the Project Sponsor.

**Your report MUST contain two sections.**

### **Part 1: Project Management Plan.**

**The plan should consider the following aspects of the project:**

- The project scope statement, including a Work Breakdown Structure (WBS) □ The project schedule including a Gantt chart and your project milestones.
- An initial assessment of stakeholders (minimum 8) by identifying, analyzing, planning and providing recommendations on how these stakeholders should be managed to maximize the chance of achieving the project objectives.
- An initial assessment of risks (minimum 8) presented by the project and the response strategies proposed.

### **Part 2: Contemporary Knowledge and Skill Requirements in Project Management**

You are expected to read the following research article on Contemporary Knowledge and Skill Requirements in Project Management (please see link below). Drawing on the findings that indicates that the selected project management textbooks put the strongest emphasis on **project planning and control**, **relationship management**, and **resource management**, and leveraging on other credible academic sources, critically discuss how these three competencies can aid success in your project.

<https://journals.sagepub.com/doi/abs/10.1002/pmj.20122>

A copy of the article is also available on your Moodle page (Assessment Section)

#### **NOTE**

You are required to research and apply project management theory in order to successfully complete this assignment. In order to pass, you will need to use a minimum of 10 separate sources, including a minimum of 5 textbooks and/or scientific journal articles. DO NOT copy the research article without providing critical and academically sound analysis.

**Report recommended structure:** Your assignment should be presented as a report, using the following structure:

#### **Part 1 Project Management Plan**

1. Introduction
2. Project scope statement (including inclusions, exclusions, assumptions, objectives, deliverables and constraint, and a WBS)
3. Project schedule with a Gantt chart and milestones
4. Project stakeholder assessment
5. Risk management – threats and opportunities assessment

#### **Part 2: Contemporary Knowledge and Skill Requirements in Project Management**

Reference list

## Criteria for Assessment

This table details the weightings of the five criteria by which your work will be assessed.

Criteria	Proportion of overall module mark
1. Evidence of research project management theory and use of minimum 10 different sources. <b>(10 marks for part 1 and 30 marks for part 2)</b>	40%
2. Application of project management tools and techniques	40%
3. Clarity and credibility of proposal	10%
4. Accurate citations and referencing	5%
5. Presentation, grammar and spelling	5%
Total	100%

## Word Count

The word count is 2000 words

There will be a penalty of a deduction of 10% of the mark (after internal moderation) for work exceeding the word limit by 10% or more.

The word limit includes quotations and citations. Tables, figures, appendices and the final references list are omitted from the overall word count. You must state the number of words used on the front cover of the assignment.

## How to submit your assessment

The assessment must be submitted by **18:00 on 6th March 2020**. No paper copies are required. You can access the submission link through the module web.

- Your coursework will be given a zero mark if you do not submit a copy through Turnitin. Please take care to ensure that you have fully submitted your work.
- Please ensure that you have submitted your work using the correct file format, unreadable files will receive a mark of zero. The Faculty accepts Microsoft Office and PDF documents, unless otherwise advised by the module leader.
- All work submitted after the submission deadline without a valid and approved reason (see below) will be given a mark of zero.
- The University wants you to do your best. However we know that sometimes events happen which mean that you can't submit your coursework by the deadline – these events should be beyond your control and not easy to predict. If this happens, you can apply for an extension to your deadline for up to two weeks,

or if you need longer, you can apply for a deferral, which takes you to the next assessment period (for example, to the resit period following the main Assessment Boards). You must apply before the deadline. You will find information about the process and what is or is not considered to be an event beyond your control at <https://share.coventry.ac.uk/students/Registry/Pages/Deferrals-and-Extension.aspx> □ Students MUST keep a copy and/or an electronic file of their assignment.

- Checks will be made on your work using anti-plagiarism software and approved plagiarism checking websites.

## GUIDELINES AND BACKGROUND TO THIS ASSIGNMENT

### Plagiarism

As part of your study you will be involved in carrying out research and using this when writing up your coursework. It is important that you correctly acknowledge someone else's writing, thoughts or ideas and that you do not attempt to pass this off as your own work. Doing so is known as plagiarism. It is not acceptable to copy from another source without acknowledging that it is someone else's writing or thinking. This includes using paraphrasing as well as direct quotations. You are expected to correctly cite and reference the works of others. The Centre for Academic Writing provides documents to help you get this right. If you are unsure, please visit [www.coventry.ac.uk/caw](http://www.coventry.ac.uk/caw). You can also check your understanding of academic conduct by completing the Good Academic Practice quiz available on Moodle.

### Self-plagiarism or reuse of work previously submitted

You must not submit work for assessment that you have already submitted (partially or in full), either for your current course or for another qualification of this and any other university, unless this is specifically provided for in your assignment brief or specific course or module information. Where earlier work by you is citable, ie. it has already been published/submitted, you must reference it clearly. Identical pieces of work submitted concurrently will also be considered to be self-plagiarism. Self-plagiarism is unacceptable because you cannot gain credit for the same work twice.

Moodle includes a plagiarism detection system and assessors are experienced enough to recognise plagiarism when it occurs. Copying another student's work, using previous work of your own or copying large sections from a book or the internet are examples of plagiarism and carry **serious consequences**. Please familiarise yourself with the CU Harvard Reference Style (on Moodle) and use it correctly to avoid a case of plagiarism or cheating being brought. Again, if you are unsure, please contact the Centre for Academic Writing, your Progress Coach or a member of the course team.

### Return of Marked Work

You can expect to have marked work returned to you on **27<sup>th</sup> - March, 2020**. If for any reason there is a delay you will be kept informed. Marks and feedback will be provided online and face to face. As always, marks will have been internally moderated only, and will therefore be provisional; your mark will be formally agreed later in the year once the external examiner has completed his / her review.

## Marking and Assessment Scheme

Mark range	Guidelines
70 – 100%	<p>In order to secure a mark in this range, a candidate must submit an outstanding answer that could hardly be bettered. In addition to the criteria identified below for a mark between 70-85%, an answer scoring a mark of 85-100% would show an excellent level of understanding and critical/analytic skills and originality. For example, such an answer would include new insights into Project Management which are not drawn from the literature but from the student's own critical thinking, and which add something to the existing literature.</p> <p>An essay in this range will demonstrate a strong understanding of theories, concepts and issues relating to Project Management. There will be evidence of wide-ranging reading from a variety of valid sources (as described and presented in the marking criteria for 60-69%).</p> <p>The assignment must be written in a clear, well-structured way with a coherent and seamless flow and show evidence of independent, critical thought. It must show extensive relevant reading on the subject and intelligent use of the material to present a well-balanced and well-argued assignment. For example, the student will have considered a range of relevant issues and be able to assess the strength and weaknesses of various approaches/arguments and put forward a confident and articulate view of their own.</p>
60 – 69%	<p>An essay in this mark range will demonstrate a good understanding of the requirements of the assignment and of theories, concepts and issues relating to Project Management. An assignment in this percentage range will include a balanced discussion of issues central to the question, how these are addressed by different authors or sources and some critical thinking into their relative merits or shortcomings.</p> <p>The answer will be contain few errors and little, if any, irrelevant material. It will show evidence of reading from a variety of sources (i.e. more than 3 or 4) but not so many sources that the discussion loses focus and becomes unclear or irrelevant. All sources should be of some academic merit (e.g. books, journals, reports). Unreferenced material from non-credible internet sources MUST be avoided.</p> <p>All sources must be included and properly referenced in the references. The assignment will be well-organized and clearly written/presented overall.</p>

50 – 59%	<p>The answer will demonstrate some reasonable understanding of relevant theories, concepts and issues relating to Project Management but also some minor errors of fact or understanding.</p> <p>The assignment will not be based on an extensive range of sources (for example few references are included), or much evidence that they have been read closely or well understood. For example, the assignment will retell sources rather than analyse them.</p> <p>The assignment may be quite general in part. Some errors may be present and some irrelevant material may be included.</p> <p>The essay may not be particularly well-structured, and/or clearly presented and contain some spelling mistakes and grammatical errors. A few sentences may be</p>
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Mark range	Guidelines
	Unclear.
40 - 49%	<p>A mark within this percentage range will be given to an essay which:</p> <ul style="list-style-type: none"> <li>- Shows some limited basic understanding of the subject but is incomplete. For example, if it answers one part of a question but not the rest.</li> <li>- makes only very general statements</li> <li>- Includes some factual errors or misunderstandings e.g. confusion between different companies or misuse of certain key terms.</li> <li>- shows limited use of material with limited reading/research on the topic and includes only a very small number of references, not all of which are included in the references</li> <li>- Includes spelling mistakes, is poorly structured with no clear argument and grammar mistakes making it difficult to understand.</li> <li>- Includes some irrelevant material.</li> </ul>
35 – 39%	<p>A mark within this percentage range will be given to an assignment which:</p> <ul style="list-style-type: none"> <li>- Includes only a limited amount of relevant material.</li> <li>- Shows little evidence of reading/research on the topic. For example, the essay includes only very few references, and relies only on material or case studies used during the course.</li> <li>- Shows only a very basic understanding of the subject.</li> <li>- Is poorly presented with bad grammar, some spelling mistakes and an incomplete reference list.</li> <li>- Has a poor structure and does not flow e.g. if there is no conclusion or new facts are introduced in the conclusion rather than introduction or main discussion.</li> </ul>

	<ul style="list-style-type: none"> <li>- Contains some fundamental errors.</li> </ul>
20 – 34%	<p>A poor fail on this assignment means the assignment submitted:</p> <ul style="list-style-type: none"> <li>- Is poor and suggests that the student has spent very little time on it e.g. if the answer is considerably under the word requirement and/or presented in note form rather than as a fully written up essay.</li> <li>- Bears little relation to the assignment topic.</li> <li>- Shows a poor understanding of theories, concepts and issues relating to Project Management and to the learning outcomes detailed in this document.</li> <li>- Contains some or many fundamental errors and misunderstandings of the academic or other material used. For example many of the facts cited are incorrect.</li> <li>- uses literature or other material which is largely irrelevant or has no academic value</li> <li>- Is poorly structured and poorly presented. For example, sentences may be hard to understand and contain many spelling or grammatical mistakes.</li> <li>- Contains no references.</li> </ul>
<b>Mark range</b>	<b>Guidelines</b>
0 - 19%	<p>Work within this mark range shows a complete failure to meet the requirements of the assignment. A mark in this range will be given for an essay which:</p> <ul style="list-style-type: none"> <li>- Is below 500 words in length.</li> <li>- Bears no link to the question chosen and shows very little or no knowledge or understanding of any of the theories, concepts and issues relating to Project Management. The answer may be fundamentally wrong or trivial.</li> <li>- Contains no references and/or evidence of relevant reading.</li> <li>- Shows little understanding of the requirements of the assignment and only a vague knowledge of the subject area.</li> <li>- Includes numerous fundamental errors in the understanding or presentation of the material discussed. There is a general lack of facts/evidence and what is provided is mostly incorrect and/or irrelevant.</li> <li>- Is poorly structured and poorly presented. Spelling and grammar are poor. Many sentences are incomprehensible.</li> <li>- The examiners do not feel could be described as a serious attempt by any reasonable standards.</li> </ul>