

BPP Coursework Cover Sheet

Please use the table below as your cover sheet for the 1st page of the submission. The sheet should be before the cover/title page of your submission.

Programme	
Module name	
Schedule Term	
Student Reference Number (SRN)	
Report/Assignment Title	
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	
<p><u>Declaration of Original Work:</u></p> <p>I hereby declare that I have read and understood BPP's regulations on plagiarism and that this is my original work, researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business and Technology.</p> <p>The word count, excluding contents table, bibliography and appendices, is ____ words.</p> <p>Student Reference Number: _____ Date: _____</p>	
<p>By submitting this coursework you agree to all rules and regulations of BPP regarding assessments and awards for programmes. Please note, submission is your declaration you are fit to sit.</p> <p>BPP University reserves the right to use all submitted work for educational purposes and may request that work be published for a wider audience.</p> <p>BPP School of Business and Technology</p>	

MSc Management with Project Management

Advanced Project Management

Coursework Assessment Brief

Submission mode: **Turnitin online access**

1. General Assessment Guidance

- Your summative assessment for this module is made up of this 5000-word submission, which
- accounts for 100% of your final module mark.
- A total of 100 marks are available for this module assessment and you are required to achieve
- minimum **50%** to pass this module.
- The deadline for submission is shown on the submission link. Please note late submissions will
- not be marked.
- You are required to submit all elements of your assessment in one Word document, via **The Hub**
- **Assessment area.** Only submissions made via the specified mode will be accepted and hard copies or any other digital form of submissions (such as via email or pen drive etc.) will not be accepted.
- For coursework, the submission word limit is **5000** words, excluding your list of references. You
- must comply with the word count guidelines. You may submit LESS than **5000** words but not more. Word Count guidelines can be found on the assessments tab of your module.
- **Do not put your name or contact details anywhere on your submission.** You should only put your student registration number (SRN) which will ensure your submission is recognised in the marking process.
- You are required to use only Harvard Referencing System in your submission. Any content which is already published by other author(s) and is not referenced will be considered as a case of plagiarism.
- *You can find further information on Harvard Referencing in the online library on The Hub (Found in Help&Support)*
- BPP University has a strict policy regarding authenticity of assessments. In proven instances of plagiarism or collusion, severe punishment will be imposed on offenders. You are advised to read the rules and regulations regarding plagiarism and collusion in the GARs and MOPP which are available on The Hub in the Academic registry section (Found via Help&Support).
- You should include a completed copy of the **Assignment Cover sheet**. Any submission without this completed Assignment Cover sheet may be considered invalid and not marked.

2. Assessment Brief

CASE STUDY

For this assessment you have to choose one the following scenarios:

Scenario 1 – Your own Project and Company

You can select a company and a project you are working on or you have worked on in the past.

If you choose this scenario your report should start with a short description of the company and project (no more than 50 words)

Scenario 2 - The Hilti Group implements the new cloud-based software Salesforce

In 2018 the Hilti Group (i.e., a multinational company that develops, manufactures and sales professional product for the construction sector), has decided after 20 years to update the IT software used by its marketing and sales employees and migrate from SAP to Salesforce (i.e., a new cloud-based CRM system). This change requires the migration of all information from the old SAP to the new Salesforce software and re-skilling of all IT, marketing and sales employees. The project is still running and by the time it will be completed, more than 20.000 employees across 23 countries will be involved and/or affected by this transformation. This project currently represents one of the biggest steps in Hilti's digital transformation strategy to date.

Here are some additional resources for background information:

- Avi Kahn, member of the board of directors, discusses the project at: <https://www.salesforce.com/video/14845046/> (Accessed: 11th December 2020)
- Company website: <https://www.hilti.group/content/hilti/CP/XX/en.html#nav/nav-company> (Accessed: 11th December 2020)

Additional independent research is needed to perform this assessment. When information is not available you can make your own assumptions, but you must list your assumptions and what they are based upon.

Scenario 3 – University of Cambridge moves to online teaching

In the spring of 2020 due to the Covid-19 pandemic, the University of Cambridge, together with other UK Universities, suddenly migrated all its undergraduate and post-graduate teaching online. In the summer of 2020, the University of Cambridge announced that all lectures will be permanently online until the summer of 2021. This migration to online teaching requires a big change in the programs and modules structure and material, a re-skilling of lecturers and students. It also entails an increase of overall digital literacy including the adoption of software for online teaching and online exams and a re-thinking of the students' experience. This represents one of the biggest projects that the University of Cambridge has run in the recent years.

Here are some additional resources for background information:

- BBC News: <https://www.bbc.co.uk/news/education-52732814> (Accessed: 11th December 2020)
- Teaching in 2020-21: <https://www.cctl.cam.ac.uk/teaching-2020-21> (Accessed: 11th December 2020)

- University website: <https://www.cam.ac.uk/about-the-university> (Accessed: 11th December 2020)

Additional independent research is needed to perform this assessment. When information is not available you can make your own assumptions, but you must list your assumptions and what they are based upon.

QUESTIONS

You have been asked by the Chief Executive Officer of the company of your chosen scenario to provide a 5000-word consultancy report about the project that is going to be delivered. The report must cover the following:

A. Project Selection and Portfolio Management (15 Marks)

Review the company website of your chosen scenario, examine its strategic goals and directions and, based on this research, explain what type of projects you would expect the company to pursue and provide reasons why.

Afterwards, advise the company about which screening module you suggest using for the project selection (e.g., checklist, simplified scoring, analytical hierarchy, profile) and critically justify your recommendation

Finally, give recommendations to the company on how to effectively manage a project portfolio and explain why (e.g., you can use the project portfolio matrix or any other relevant frameworks or theoretical models to support your argument).

Please note, for this task you have to have to study the company of your chosen scenario and give them general recommendations on how to select projects and manage a portfolio of projects. You do not need to focus on the specific project presented in the scenario.

B. The Organisational Context (15 Marks)

This part of the report focuses on the specific project presented in your chosen scenario.

Based on your previous discussion of the company's strategic goals and directions, critical discuss how, in your opinion, the project is linked to company's strategic choice (you can use the TOWS matrix, or any other relevant frameworks or theoretical models to support your discussion).

Once the link between company's strategy and project has been defined, recommend the organisational structure (i.e., functional, divisional, project, matrix, hybrid, network or any other relevant organisational structure) that the company should adopt to increase the likelihood of success of the project. With the support of academic literature, critically discuss what would be strengths and weakness of the recommended organisational structure and the impact on the project.

C. Project Governance (15 Marks)

The next step is to give advice about the best way to make decisions within the project. In order to do this please note the following:

- Compare advantages and disadvantages of two project management governance frameworks of your choice
- Give recommendations for the chosen two (discussed above) project governance frameworks and which one would work better for your scenario. Critically justify your choice with the support of academic literature
- Give recommendations for which governance institutions have to be created to successfully manage the process and critically justify your recommendations with the support of academic literature or/and similar case studies.

D. Leadership (10 Marks)

Evaluate the role of the project leader in the project of your selected scenario and with the support of academic literature discuss how the role of this project leader would make this project successful.

Once you have discussed the role of project leader, give recommendations as to how project champions can support the project of your selected scenario and critically discuss what would be the best way to manage those project champions. Your arguments must be supported by academic literature.

E. Advanced Planning and Scheduling (15 Marks)

To support the delivery of the project of your chosen scenario you must:

- Compare advantages and disadvantages of two project management methodologies of your choice (e.g., Agile, Waterfall, Prince2)
- Choose one project management methodology (between the 2 discussed before) that best suits your chosen scenario, and critically justify your choice. Support your arguments with academic literature and references to other similar real-life projects.

F. Managing and Leading Change (15 Marks)

Give advice to the company of your chosen scenario about how change management can be incorporated into the project in a structured manner, and how to involve people affected by the project in the change management process. Support your arguments with academic literature and references to other similar real projects.

G. Presentation and Structure (10 Marks)

H. Assessment Self-Evaluation (5 Marks)

You must self-evaluate each single task of your report by using the rubric provided in the marking guide and attach it to your report. The template for this can be found in the marking guide section

Word count: 5000 words

Your report structure should include the following sections:

Cover page (University cover sheet)

Table of Contents

List of Abbreviations (if appropriate)

Introduction (*only for Scenario 1, introduction should also include a maximum 50-words description of the company and project*)

Project Selection and Portfolio Management

Organisational Context

Project Governance

Leadership

Advanced Planning and Scheduling

Managing and Leading Change

Concluding remarks

References

Assessment Self-Evaluation

Appendix (if appropriate)

Word count – only applies to the main body (shown in bold); i.e., cover page, table of content, list of abbreviations, references, assessment self-evaluation and appendix are not part of the 5000-word count

If you have any further questions about this coursework assignment, please contact the module leader or the tutor.

Tip for Mapping the Assessment towards Module Topics and Module Learning Outcomes (LOs)

Assessment Task	Module Topic	Marks	Module LOs
Project Selection and Portfolio Management	Project Selection and Portfolio Management	15	Critically evaluate how organisations select projects from numerous opportunities using best practices in a global setting.
Organisational Context	The Organisational Context of a Project: Strategy, Structure and Culture	15	Critically evaluate the organisational attributes that are integral to the success of a project within an organisational context.
Project Governance	Establishing Project Governance; Role of the Board of Directors from leadership and regulatory perspectives	15	Critically evaluate the organisational attributes that are integral to the success of a project within an organisational context.
Leadership	Leadership and the Project Manager	10	Develop the skills required for building and leading successful project teams within a project management environment.
Advanced Planning and Scheduling	Advanced topics in Planning and Scheduling	15	Critically appraise techniques in Project Planning and Scheduling and how these apply within a project environment.
Managing and Leading Change	Managing and Leading Change & Understanding the future of Project Management	15	Develop the skills required for building and leading successful project teams within a project management environment.
Presentation and Structure		10	
Assessment Self-Evaluation		5	
Total		100	

3. Marking Guide (Student Version)

Highlight in the rubric what level you believe you have met each task (fail, pass, merit, distinction)						
Assignment task	Mark	Distinction	Merit	Pass	Fail	Explain why you feel you have met the task to the level you indicate (not part of maximum word submission)
Project Selection and Portfolio Management	15	<p>Critical explanation of which type of projects the company can pursue based on its strategy.</p> <p>Detailed presentation of a screening model and critical discussion of why this is the recommended solution.</p> <p>Critical discussion of how effectively manage the project portfolio.</p> <p>Student leverages on the concepts presented in the module (e.g., project portfolio matrix, checklist, simplified scoring, profile modules) and is applying them to the company of the selected scenario.</p> <p>Discussion is supported by strong evidences from academic literature</p>	<p>Good explanation of which type of projects the company can pursue based on its strategy.</p> <p>Good presentation of a screening model and good discussion of why this is the recommended solution.</p> <p>Good discussion of how effectively manage the project portfolio.</p> <p>Student leverages on the concepts presented in the module (e.g., project portfolio matrix, checklist, simplified scoring, profile modules) and is applying them to the company of the selected scenario.</p> <p>Discussion is supported by evidences from academic literature.</p>	<p>Basic explanation of which type of projects the company can pursue based on its strategy.</p> <p>Presentation of a screening model and basic discussion of why this is the recommended solution.</p> <p>Basic discussion of how effectively manage the project portfolio.</p> <p>Student leverages on the concepts presented in the module (e.g., project portfolio matrix, checklist, simplified scoring, profile modules) and is applying them to the company of the selected scenario.</p>	<p>No explanation of which type of projects the company can pursue based on its strategy.</p> <p>No presentation of a screening model and justification of why this is the recommended one.</p> <p>No recommendations about how to manage the project portfolio.</p> <p>No leverage on the concepts presented in the module (e.g., project portfolio matrix, checklist, simplified scoring, profile modules)</p> <p>No application of the module concepts to the company of the selected scenario.</p>	

Organisational Context	15	<p>Critical discussion of how the project of the selected scenario is linked to the company's strategy. Detailed recommendation of an organisational structure and discussion of its strengths, weaknesses and impact on the project.</p> <p>Student leverages on the concepts presented in the module (e.g. TOWS matrix, functional, project, matrix structures, or any other relevant frameworks or theoretical models to support your discussion).</p> <p>Strong application of the module concepts to the case study.</p> <p>Discussion is supported by some strong evidence from academic literature.</p>	<p>Good discussion of how the project of the selected scenario is linked to the company's strategy.</p> <p>Good recommendation of an organisational structure and discussion of its strengths, weaknesses and impact on the project.</p> <p>Student leverages on the concepts presented in the module (e.g. TOWS matrix, functional, project, matrix structures, or any other relevant frameworks or theoretical models to support your discussion).</p> <p>Good application of the module concepts to the case study.</p> <p>Discussion is supported by some good evidence from academic literature.</p>	<p>Basic discussion of how the project of the selected scenario is linked to the company's strategy.</p> <p>Basic recommendation of an organisational structure and discussion of its strengths, weaknesses and impact on the project.</p> <p>Student leverages on the concepts presented in the module (e.g. TOWS matrix, functional, project, matrix structures, or any other relevant frameworks or theoretical models to support your discussion).</p> <p>Basic application of the module concepts to the case study.</p> <p>Discussion is supported by some basic evidence from academic literature.</p>	<p>No discussion of how the project of the selected scenario is linked to the company's strategy.</p> <p>No recommendation of an organisational structure and discussion of its strengths, weaknesses and impact on the project.</p> <p>No leverage on the concepts presented in the module (e.g. TOWS matrix, functional, project, matrix structures, or any other relevant frameworks or theoretical models to support your discussion).</p> <p>No application of the module concepts to the selected scenario.</p>	
Project Governance	15	<p>Detailed discussion of 2 project governance frameworks.</p> <p>Recommendation of one project management frameworks more suitable for the selected scenario and critical justification of this recommendation.</p> <p>Recommendation about which governance institutions are suitable for the selected scenario and critical justification of this recommendation.</p>	<p>Good discussion of 2 project governance frameworks.</p> <p>Recommendation of one project management frameworks more suitable for the selected scenario and good justification of this recommendation.</p> <p>Recommendation about which governance institutions are suitable for the selected scenario and</p>	<p>Basic discussion of 2 project governance frameworks.</p> <p>Recommendation of one project management frameworks more suitable for the selected scenario and basic justification of this recommendation.</p> <p>Recommendation about which governance institutions are suitable for the selected scenario and</p>	<p>No critical discussion of 2 project governance frameworks.</p> <p>No recommendation of one project management framework more suitable for the selected scenario.</p> <p>No recommendation about which governance institutions are suitable for the selected scenario.</p>	

		<p>Student leverages on the concepts presented in the module</p> <p>Student applies the module concepts to the selected scenario.</p> <p>Discussion is supported by some strong evidence from academic literature and by the comparison with at least one other similar real project.</p>	<p>good justification of this recommendation.</p> <p>Student leverages on the concepts presented in the module</p> <p>Student applies the module concepts to the selected scenario.</p> <p>Discussion is supported by some good evidence from academic literature.</p>	<p>basic justification of this recommendation.</p> <p>Student leverages on the concepts presented in the module</p> <p>Student applies the module concepts to the selected scenario.</p> <p>Discussion is supported by some basic evidence from academic literature.</p>	<p>No leverage on the concepts presented in the module</p> <p>No application of the module concepts to the selected scenario</p>	
Leadership	10	<p>Critical discussion of how the project leader can make successful the project of the selected scenario.</p> <p>Critical discussion of how the project champions can support the success of the project and what is the best way to manage them.</p> <p>Student leverages on the concepts presented in the module and applies them to the selected scenario.</p> <p>Discussion is supported by some strong evidence from academic literature.</p>	<p>Good discussion of how the project leader can make successful the project of the selected scenario.</p> <p>Good discussion of how the project champions can support the success of the project and what is the best way to manage them.</p> <p>Student leverages on the concepts presented in the module and applies them to the selected scenario.</p> <p>Discussion is supported by some good evidence from academic literature.</p>	<p>Basic discussion of how the project leader can make successful the project of the selected scenario.</p> <p>Basic discussion of how the project champions can support the success of the project and what is the best way to manage them.</p> <p>Student leverages on the concepts presented in the module and applies them to the selected scenario.</p> <p>Discussion is supported by some basic evidence from academic literature.</p>	<p>No discussion of how the project leader can make successful the project of the selected scenario.</p> <p>No discussion of how the project champions can support the success of the project</p> <p>No leverage on the concepts presented in the module.</p> <p>No application of the module concepts to the selected scenario.</p>	

Advanced Planning and Scheduling	15	<p>Strong comparison of 2 project management methodologies. Recommendation of one project management methodology which best suits to the project of the selected scenario and critical justification of this recommendation.</p> <p>Student leverages on the concepts presented in the module (e.g., Agile, Waterfall, Prince2) and applies them to the selected scenario. Discussion is supported by some strong evidences from academic literature and by the comparison with at least one other similar real project.</p>	<p>Good comparison of 2 project management methodologies. Recommendation of one project management methodology which best suits to the project of the selected scenario and good justification of this recommendation.</p> <p>Student leverages on the concepts presented in the module (e.g., Agile, Waterfall, Prince2) and applies them to the selected scenario. Discussion is supported by some good evidences from academic literature.</p>	<p>Basic comparison of 2 project management methodologies. Recommendation of one project management methodology which best suits to the project of the selected scenario and basic justification of this recommendation.</p> <p>Student leverages on the concepts presented in the module (e.g., Agile, Waterfall, Prince2) and applies them to the selected scenario. Discussion is supported by some basic evidences from academic literature.</p>	<p>No comparison of 2 project management methodologies. No recommendation of one project management methodology which best suits to the project of the selected scenario</p> <p>No leverage on the concepts presented in the module (e.g., Agile, Waterfall, Prince2). No application of the module concepts to the selected scenario.</p>	
Managing and Leading Change	15	<p>Critical advice given on how change management can be incorporated into the project of the chosen scenario.</p> <p>Critical advice given on how to involve in the change management process people affected by the project.</p> <p>Student leverages on the concepts presented in the module and is applying them to the selected scenario.</p> <p>Discussion is supported by some strong evidence from academic literature and by the comparison with at least one other similar real project.</p>	<p>Detailed advice given on how change management can be incorporated into the project of the chosen scenario.</p> <p>Detailed advice given on how to involve in the change management process people touched by the project.</p> <p>Student leverages on the concepts presented in the module and is applying them to the selected scenario.</p>	<p>Basic advice given on how change management can be incorporated into the project of the chosen scenario.</p> <p>Basic advice given on how to involve in the change management process people touched by the project.</p> <p>Student leverages on the concepts presented in the module and is applying them to the selected scenario.</p>	<p>No advice given on how change management can be incorporated into the project of the chosen scenario.</p> <p>No advice given on how to involve in the change management process people touched by the project.</p> <p>No leverage on the concepts presented in the module.</p> <p>No application of the module concepts to the selected scenario</p>	

			Discussion is supported by some good evidence from academic literature.	Discussion is supported by some basic evidence from academic literature.		
Presentation and Referencing <i>Presentation (5 marks)</i> <i>Referencing (5 marks)</i>	10	For a distinction the report will use a consistent approach to headings, tables and graphs. Sources will be correctly cited and there will be a complete set of references in the correct format and in alphabetical order. There is evidence of extensive independent reading and research. Formatting and presentation is professional throughout.	Referencing has few if any errors. The report is reasonably well presented but could be improved by greater attention to detail. There is evidence of wider reading and research.	There is a limited number of references, but the correct format is used, albeit with some errors. There may be some errors in formatting and presentation, but the report is reasonably professional in appearance.	References are inappropriate, irrelevant and/or incorrectly formatted. The references themselves suggest they have simply been copied from another source without accessing the material by the student.	
Assessment Self-Evaluation	5	Student has highlighted which level she/he believes have met each task and provided a basic explanation.			No self-evaluation. No explanation.	
Total	100					