Assessment Brief Proforma

Coursework 1

1. Module number	
2. Module title	Management of Software Projects
3. Module leader	
4. Tutor with responsibility for this Assessment Student's first point of contact	
5. Assessment	Group project
6. Weighting	50%
7. Size and/or time limits for assessment	Specified in the scenario document
8. Deadlines for submission	Tuesday 5 March, 2pm : Group project documents, presentation files Tuesday 12 March, 2pm : Group allocation of individual marks and Individual reflection report:
9. Arrangements for submission	Submission of paper copies to School Office in C34
10. Assessment Regulations	There are no exemptions from the University's regulations.
11. The requirements for the assessment	See below.
12. Special instructions	See below.
13. Return of work and feedback	Marks and feedback will be returned within three weeks of submission.
14. Assessment criteria	See below

Overview

Students will be divided into groups of 4 to complete this groupwork which consists of a number of elements. This is a formal piece of work which is worth 50% of your mark for the module.

The following documents are part of the assessment brief and are available through Moodle:

- Scenario handbook with the detailed client specification and deliverables requirements
- Project Management Templates

The marking and feedback mechanism is summarised in the assessment schema on the last page. More information will be provided as the course progresses.

Coursework elements

1. Project initiation and planning (50 marks to group)

The first element is a group project, presenting a project plan for development of a website. The project team will have to generate the relevant management documents as specified in the scenario document and present them for review.

2. Group presentation (15 marks to group)

The groups will be required to give a presentation to the class explaining and justifying their project plan approach and explaining the lessons learned from the planning process.

3. Individual contribution and justification (10 marks to individual; 5 to group)

Groups will be given 7 marks per member to allocate between themselves to reflect individual contributions to the project deliverables as they see fit: individuals can receive 0-10 marks. A group of 4 would therefore be given 28 marks to allocate (up to 10 marks per individual)

The group should provide a single page summarising their agreed allocations and giving short note to explain/justify the process used to allocate marks. (up to 5 marks to the group)

4. Individual reflection (20 marks to individual)

This should be an individual reflective evaluation of the management of the group coursework and an analysis of the project management issues that arose.

This should be a considered account as to the individual’s perception of events. It is important that these issues should be viewed from a project management perspective and related to a project management framework such as PRINCE2. The account should consider both positive and negative elements of the experience as well as a view on how it could have been managed differently.

Suggested length: 1000 words, excluding bibliography, figures and tables.

Timetable

Date	Action
13 Feb	Coursework issued
20 Feb	First Project Board meeting – Time report and Draft Business Case
27 Feb	Second Project Board meeting – Time report, drafts of all documents for feedback
5 March	Submission of completed plan and supporting document:
6 March	Presentations of proposed plans
12 March	Submission of justified individual mark allocations and individual reflections

Marks will be returned by 27 March.

Name: ______________________________ Matric Number ________

Group Name:
Group Members:

Marking grid	Wtg	Exem - plary	Excel - lent	Very Good	Good	Satis - factory	Fail or Absent
Project Planning Documents: Specific Management Product Deliverables , assessed on accuracy of completion, diligence and use to manage the project: Project Brief; Business Case; Project Plan etc; PBS; PFD; Product Descriptions; Timesheets and costs Issue, risk and quality registers	50						
Group Presentation: Quality of slides, delivery, answering questions; timings , overall comprehension, ease of understanding etc.	15						
Individual contribution to group work . Allocated by group members	10	0-10 individual mark allocated by group					
Explanation and justification of individual allocation by the group	5						
Individual reflection Honesty and accurate reflection of events, Reflection on group dynamics, communications, resolving problems etc. Overall management of whole project	20						
Total	100						

Feedback

Group :

Individual :

Coursework 1: Scenario Handbook
Napier Management Training

Version Control

Version	Date Produced	Comments
0.1	11 November	Project Mandate
1.0	18 December	Additional Information
2.0	26 Janaury	Minor Corrections
2.1	2 February	Dates clarified for consistency

1 System requirements overview

Napier Management Training (NMT) is a spin-off training company from a large University based in central Scotland. It has successfully offered a wide variety of commercial management courses on a fairly ad hoc and to be honest rather disorganised basis. It now seeks to leverage its presence in the market place and take the next step of expanding its course offerings and it aims to become a leading centre of management training in the central belt of Scotland. **There must be a live website in place by 31 August.**

To assist in this endeavour – senior management have established that marketing and promotion is going to be key. Fundamental to the promotional elements is the establishment of a comprehensive web site that would provide the following basic functionality

1. Display details of all courses run
2. Display status of courses such as open, closed or booked up
3. Provide details on the topic of each course
4. Provide venue details and physical locations (there are 3 venues in Scotland)
5. Courses run at the moment are PRINCE2, Programme Management, Management of Risk, Change Management and ITIL

Full details are provided below.

2 Project Environment

Students are divided into teams and will undertake a project to **plan** for delivery of the above web-site. The client (who also represents the Project Board) will be represented by the module leader and the tutorials will be used as opportunities for the teams to quiz and query the client about the client's requirements.

The actual choice of delivery mechanism for the planned completed website is left entirely to the group's discretion. No direction is given as to whether it should be coded in PHP, Javascript, .Net etc, or what development approach would be taken. The choice of project approach also remains with the project team. **You will need to make a number of assumptions about resources and costings: be clear what they are.**

Teams will be assessed on the management of the project initiation and the production and presentation of the management products.

3 Planning and budget

Each student is expected to spend 5 hours a week on the group project at a notional cost of £50 per hour. With three/four students in each group that means that the budget for each week is £750/£1000. You are allocated 3 weeks to complete the project initiation so the budget is therefore £2250/£3000.

The team should use timesheets to record their work on this project and produce a weekly report to show how they have been spending their time.

Your planning must work within an overall budget of £30,000 also at £50ph, including design, development and testing. This excludes the planning budget and any time spent by client staff.

4 Deliverables

Delivered documents should include at least:

1. Business Case: this is the client's business case for going ahead with a web presence option as the means for improving business and attaining the objective of becoming the top management training organisation in Scotland. This will require you to make reasonable financial assumptions which you should make clear.

2. Project Approach document (outline Project Brief) with supporting quality plans, risk and issue registers & management plan. This should include a categorised cost summary based on the time the team members have spent on the work to date.

3. A completed Project Plan – including five product descriptions, breakdown structures (PBS), product flow diagram (PFD) and schedule (Gantt chart)

4. A print of the presentation slides

Documents should be submitted at the tutorials as they are developed. You should ensure that your team details are clearly identified and all documents are dated.

	Required Management Products (with reference to PRINCE2 Manual Appendix A)
1	Project Brief (A.19) – (incorporates the client's business case document)
2	Plan (A.16) includes Gantt chart etc and also PBP elements – PBS and PFD
3	Product Descriptions (A.17) – of any 5 products – the group chooses
4	Issue Register (A.12) – opened and available for update as required
5	Risk Register (A.13) – opened and available for update as required
6	Quality Register (A.23) – Designed to support the project quality process

Expectations of what should be in the documents can be found in the PRINCE2 Manual – Appendix A (see above for references) and the example templates supplied on Moodle.

The plan should address typical problems associated with the software development projects including staffing changes and problems, un-cooperative and difficult clients, unclear and changing requirements and scope creep.

The production of the Project Brief, Project Plan & Product Descriptions mark the end of the Initiation Stage and will mark the completion of this coursework. This is major GO/NO-GO decision-point in a PRINCE2 project.

5 Further Established Client Requirements

Following an initial analysis – the following functionality and requirements have been requested by the client.

Table 2

No.	Description
1.	Full conformance with all usability criteria. A Report is required which outlines these criteria and shows how the proposed web site will conform
2.	As this project is a proof-of-concept a report is required indicating your recommendations for a cost-effective hosting and maintenance solution
3.	Web site pages should use whichever style sheet and logos you wish. However as a basic default the Edinburgh Napier University style sheets and colours are acceptable.
4.	Client will agree and prioritise and negotiate all elements of this project.
5.	Client is very open to layout, style and other suggestions regarding the client interface as well as functionality
6.	An administrator facility must be provided to easily update the web site with new courses etc. This should be password protected. Also a basic administrator manual would be required
7.	Web site elements and functionality should be tested on all normal browsers – Firefox, IE and Safari
8.	Web site should accept credit card and PayPal payment methods – obviously can only be coded up to a certain extent.
9	Web site should allow potential course delegates to register for a course. To do this they would first have to complete a registration form on line and thereafter register for a particular course.
10	Web site should be optimised for Google rankings –so if a potential delegate types in Edinburgh + PRINCE2 then this web site is the first one on the page. A Report is required to show how this works and what steps have been taken.
11	There are 3 venues – Edinburgh, Glasgow and Aberdeen. Each course identified above is run once a month at each venue – preferably on different weeks of the month – although some overlap is inevitable.
12	Paper registration form – pdf. A potential delegate should also be able to print-off a registration form, complete it and then post it in.
13	As part of your presentation you should include realistic sample data
14	The web site administrator should be able to view the booking status of all courses.
15	When a potential delegate books a course – then he/she should receive an email acknowledgment which should also be copied to the administrator.
16	Each course can have a maximum of 15 delegates and minimum of 5. When a booking is made then a counter value for the number attending course should be decremented by one.
17	All courses have a two week cut-off point where if less than 5 delegates have booked then the course should be cancelled. The administrator should receive an automatic warning three days before this two week deadline occurs.
18	Ensure that all data should be validated i.e. no course should start on the 30th February; no delegate should be booked on to a non-existent course; no course should start on a Sunday
19	Venues are to be hosted by the service company Regus (http://www.regus.co.uk/) and their locations should be easily identified and displayed using Google maps etc.
20	If time permits a discussion forum for potential and past delegates would be useful
21	Also a news function providing latest specialist information about the course topics as well as reduced offers and discounts on courses would be of interest

6 Additional Elements – Tips and Suggestions

Please note that all these reports that are requested are significant deliverables and contribute to the final deliverable.

1. Fairly quickly you should allocate tasks to individual teams members.

2. Your project plan will need to include all the various deliverables. Also of course as well as PBS and PFDs – your project plan should include a Gantt chart.

3. Using the MoScoW criteria – the following elements have so far been rated as follows, The numbers relate to the client requirements table above.

MUST	-	1, 2, 3, 6, 7, 10, 12, 13, 19
SHOULD	-	8, 9, 14, 15, 16, 17
COULD	-	20, 21

It might be an idea to look at other training company web sites to get an idea of the kind of sites that are appropriate in this domain (and ideas for producing a better site). Examples include:

- http://www.learningtree.co.uk/
- http://www.phoenix-training.co.uk/
- http://www.theknowledgeacademy.com/courses/prince2-training-glasgow/
- http://www.gtg.co.uk/courses/project_management/

INF10104 - Managing Software Projects

Group Coursework - Management Product Templates

The following templates are provided for you to use to submit the required information as directed. Each template has a short description of its use and may also contain illustrative content.

Document Management

Date	Version	Comment
11th January	0.0	Initial draft
20th March	1.0	First revision
17th September	2.0	Minor corrections

Contents

Section 1: Time Sheet

Time sheets are used regularly in industry – particularly in consultancy and service industries. They are used primarily to assist in determining billable charges to clients. Your group is required to deliver a timesheet at each tutorial for the module tutor to view and retain. Each timesheet should indicate work completed for each group member during the ten hours per week allocated to this module. One typed time sheet only is needed for each group.

The Group should keep a copy of each timesheet and include all timesheets in an Appendix submitted as part of the final Group Report. Note that you should be looking to allocate anywhere from 15% to 20% of total group effort to project management – this includes the production of the management products.

Time Sheet Template

Group Number: 5 **Timesheet No:** 1	**Date Submitted:** 5-10-09 **Period Covered:** 28-9-09 to 4-10-09	**Week:** 4	
Group Name: **Group Members:**	Looney Tunes Jack Jones, Fred Smith, Barack Obama, Brad Pitt, Bruce Springsteen		
Member Name	**Description of Work Completed**	**Date work Completed**	**No of hours** (nearest ½)
Jack Jones	Graphical interface layout design – first draft	30-9-09	3.5
Jack Jones	Revise usability criteria document	31-9-09	2.5
Jack Jones	Resolve issues with regards to database design	2-10-09	4.0
Jack Jones		Total Hours for group member	6.0
Brad Pitt	First draft of Project Brief	31-9-09	2
Brad Pitt	Initial prototype design and development	3-10-09	1.5
Brad Pitt	Discussion of Project Brief & revised draft	2-10-09	0.5
Brad Pitt	Revise database design	2-10-09	1
Brad Pitt		Total Hours for group member	5.0
Fred Smith	xcvxvxcvxcv	28-9-09	2.5
Fred Smith	Xcvxcvxcvxc	29-9-09	1.5

Section 2: Management Products - Overview

There are three types of Management Products

Baseline: These identify and define various aspects of a project. Once these documents have been approved, usually by the Project Board - they are subject to change control. Most of them are created and evolve during the pre-project & initiation stages. They are then reviewed and updated at the end of each delivery stage.

i.e. **Business Case, Project Brief, Project Initiation Document (PID)**

Records: will maintain a record that tracks various aspects of a project.

i.e. **Risk Register, Issue Register, Quality Register**

Reports: These provide a snapshot of the status of particular aspects of the project.

i.e. **Highlight Report, End Project Report**

Management Product documents that you are required to produce for the group project and the weeks required.

	Required Management Products (PRINCE2 Manual Appendix A)	**Type**	**Week of Delivery**
1	Business Case (A.2)	Baseline	Week 4
2	Project Brief (A.19) – (incorporates the previously produced business case)	Baseline	Week 4
3	Plan (A.16) includes Gantt chart etc and also PBP elements – PBS and PFD	Baseline	Week 5
4	Product Descriptions (A.17)	Baseline	Week 5
5	Issue Register/Log (A.12) – opened and available for update as required	Records	All
6	Risk Register/Log (A.13) – opened and available for update as required	Records	All
7	Quality Register/Log (A.23) – indicates quality checks undertaken	Records	All
8	Highlight Report (A.11) – produced weekly prior to the tutorial	Report	All
9	End Project Report (A.8)	Report	Week 9
10	Exception Report (A.10) - **if required**	Report	
11	Exception Plan(A.16) – **if required**	Baseline	

Section 3: Records

3.1 Issue Register

Issue Definition: "Any relevant event that has happened, was not planned and requires management action." An issue can be a concern, a query, a request for change, a suggestion or an off-specification. Effectively a Project Issue can be about anything to do with the project. This document needs to be kept up to date and presented to the module tutor at the weekly tutorials

Issue Register Template

ID	Issue Author	Date of ID	Description of Issue	Priority	Severity	Action proposed	Issue Status
1	Brad Pitt	28-09-09	Telephone and server audit not yet complete	High	Serious – stage end will be delayed	Allocate overtime work to complete	Open
2	Fred Smith	30-09-09	Change control procedure requires revision	Medium	Minimal – but needs to be addressed before sign -off	Jack to liaise with project support to resolve	Open
3							
4							

Explanation of headings

ID: A unique number to identify the issue.
Issue Author: Person who identified the issue and created the Issue Register entry
Date of ID: Date the Issue was identified
Description of Issue: self-evident
Priority: what's the importance of this issue – deal with now – or can it be dealt with much later.
Severity: what will be the level of impact on the project's objectives?
Action Proposed: What are you going to do about it?
Issue Status: has it been resolved, is it still open, is it dependant on something else happening?

3.2 Risk Register

Risk Definition: "An uncertain event or set of events that should it occur will have an effect on the achievement of the objectives" Note that risks always relate to possible future events and there is always an element of uncertainty. On this course we will focus only on the negative effects of these events on the project objectives of Time, Cost, Quality, Scope and Benefits.

The Risk Register/Log provides a record of identified risks relating to the project, including their status and history. It will track and maintain information on all identified threats. This document needs to be kept up to date and presented to the module tutor at the weekly tutorials

Risk Register Template

ID	Risk Author	Date of ID	Description of Risk	Prob	Impact	Proximity	Risk Response	Risk Status	Risk Owner & Actionee
1	Brad Pitt	28-09-09	FQ database with TC link might exceed capacity.	High	High	2 weeks (14-10-09)	Acquire additional capacity and install	Open	Brad Pitt
2	Fred Smith	30-09-90	Availability of Sales team could be limited during analysis	Med	Low	4 weeks (28-10-09)	Work with Sales team supervisor to co-ordinate.	Open	Fred Smith
3									

Explanation of headings

ID: A unique number to identify the risk.
Risk Author: Person who identified the risk and created the Risk Register entry
Date of ID: Date the Risk was identified
Description of Risk: self-evident
Prob: short for Probability which is basically "What's the likelihood of the risk occurring (maturing)?" - is it a certainty or not likely?
Impact: what will is it do to the project's objectives – is it a show stopper or will it have a minimal effect on cost?
Proximity: date the risk will occur (mature) – entry will be a date/s.
Risk Response: What are you going to do about it?
Risk Status: is it closed – no longer a risk, or is it increasing or decreasing?
Risk Owner & Actionee: person who "owns" the risk and will do something about it.

3.3 Quality Register

Quality Register Definition: "Used to summarize all the quality management activities that are planned or have taken place and provides the information for the End Stage Reports and End Project report. It will issue a unique reference for each quality activity, acts a pointer to the quality records for a product and provide a summary of the number and type of quality activities undertaken. This document needs to be kept up to date and presented to the module tutor at the weekly tutorials from the middle towards the end of the project as products begin to be produced and checked

Quality Register Template

ID	Product ID (PBP)	Product Title	Method	Roles & Responsibilities	Planned date for Quality Checks	Actual date for Quality Checks	Result	Planned Sign-off date	Actual Sign-off date	Records Ref.
1	3.21	Database Schema	Quality Review Technique	Author: JB Reviewers: FS & BO	12-03	15-03	Pass	20-03	23-03	QRT-1.4
2	5.3	Administrators Interface	Unit Acceptance Testing	Author: BO Reviewers: FS & JB	18-04	25-04	Minor changes required	30.04		UAT-2.7
3										

Explanation of headings

ID: A unique reference for every quality activity.
Product ID: Unique identifier of the Product that is to be checked. This ID number comes from the PBP exercise and will be same as the Product Description
Product Title: The name of the Product
Method: how the quality check will be conducted – peer review, unit testing, etc
Roles & Responsibilities: who will produce the product and who will check it?
Planned Date & Actual Date for Quality Checks: self-evident
Result: what was the result of the quality check – did it pass, are changes required, are they minor or substantial?
Planned Sign-Off & Actual Sign-Off Dates: self-evident
Records Ref: ref to quality checking documents associated with the activity i.e. completed test script

Section 4: Baseline Documents

4.1 Business Case

Business Case Definition: "to establish mechanisms to judge whether the project is (and remains) desireable, viable and achievableas a means to support decisions making in its (continued) investment"

Business Case Template (very short sample entries for project related to opening a manufacturing plant in Hungary - You are expected to make much more substantial entries)

Executive Summary:	Provides a presence in Eastern Europe, lowers manufacturing & distribution costs – net saving of £8m over 5 years.
Reasons:	Current costs are too high compared to competitors
Business Options:	Do nothing options will reduce market share, locate in far east will increase distribution costs. Extend capacity in UK will result in higher costs and there is no guarantee of Government support
Expected Benefits:	Likely that market share will increase by 13% over 2 to 5 years
Expected Dis-Benefits:	Negative publicity, Union action, Likely boycott of our goods by certain sections of the population
Timescale:	Two year project with cost savings occurring from 2 to 5 years
Costs:	£4m construction cost over two years with annual operational costs thereafter of £11m per annum over next 3 years
Investment Appraisal:	See attached NPV and DCF calculations
Major Risks:	Not enough skilled labour in host country, poor transport and distribution networks, Communications dificulties

Explanation of headings

Executive Summary: highlights the key points in the Business Case which should include important benefits and the returns on investment

Reasons: Defines the reasons for undertaking the project and explains how the project will enable the achievement of corporate objectives

Business Options: Analysis and reasoned recommendations for basic options such as do nothing, minimal effort, high cost spend etc.

Expected Benefits: Benefits of the project expressed in measureable terms against the current status quo.

Expected Dis-Benefits: Any outcomes that might be perceived as negative by one or more of the stakeholders

Timescale: Duration of the Project (summary of the project plan) and the period over which benefits will accrue.

Costs: Summary of project costs (usually taken from the Project Plan) as well as the ongoing operations and maintenance costs

Investment Appraisal: Compare the aggregated benefits and dis-benefits along with any financial analysis possible.

Major Risks: May be taken straight from the risk register with a short summary of impact and likely response

4.2 Project Brief

Project Brief Definition: "used to provide a full and firm foundation for the initiation of the project and is created in the Starting up a Project process"

Project Brief Template - very short sample entries for project related to opening a manufacturing plant in Hungary, yours should be more detailed

Project Definition:	
Background:	Increasingly difficult economic climate indicates that manufacturing costs are too high. Competitors are able to manufacture equivalent products at 60% of our costs. These costs are due to higher energy costs by far the largest cost is labour. Consequently there is a need to relocate the plant to an area of lower labour costs
Project Objectives: (time, cost, scope, risk, & benefits)	Build a new manufacturing plant of approximately 4000m^2 within 14 months. Equip and fully kit out with 3 manufacturing lines and spare capacity for another line. All to be completed within 24 months of start at a total cost of £4m. Initial risks identified are – lack of available and suitably skilled construction contractors, suitable site still not yet identified, difficulties in obtaining planning permissions promptly given excessive bureaucratic nature of local government. Benefits are lower manufacturing & distribution costs to the European market giving rise to increased market share of 13% after 5 years.
Desired Outcomes:	Manufacturing plant built within timescales & costs, Good relations developed with local community. Effective work force created through training and education.
Project Scope & exclusions	Project scope relates to obtaining all necessary consents to build plant, its physical construction and equipping of manufacturing plant and the immediate distribution infrastructure. Exclusions relate to recruitment and training of employees, extended distribution network.
Constraints & assumptions:	Design and build of plant to be completed by Munich office who will have overall responsibility for design and layout. All plant assembly and installation to be completed by the Spanish division.
Project Tolerances:	£400,000 available for cost tolerance with a four week time tolerance. Manufacturing line functionality tolerances as per specifications for Line Assembly criteria V.4.7
Users & other known interested parties:	Hungary office, Spain Division, Munich Office, Global HQ and VP Operations
Interfaces:	Finance Department, Line Assembly Operations, Local Government offices. Hungary office, Spain Division, Munich Office, Global HQ and VP Operations.
Outline Business Case:	Include main points from the Business Case document above
Project Product Description:	See attached Product Description below
Project Approach:	Build on site – with manufacturing lines partially assembled in Spain to be integrated on-site
PM Team Structure:	PM –Joe Bloggs (Senior Operations Manager), Project Executive – Fred Smith (Dir. Operations EMEA). Etc.

4.3 Product Description

Product Description: “used to understand the detailed nature, purpose, function and appearance of the product”

Product Description Template: very short sample entries for project related to a manufacturing plant – Your entries should be more detailed

Identifier:	3.8
Title:	Power Supplies for Manufacturing Lines
Purpose:	To provide electricity supply at various points of the production lines. Used by manufacturing lines
Composition:	High grade electricity cables running from main switch board. Connections points in concrete floor. Cables encased in metal conduits. Facing plates to cover connection points
Derivation:	Suppliers J. Watt will provide all materials
Format & Presentation:	Connection points at 10m intervals, Cables encased in conduit at least 50mm deep in concrete floor.
Development Skills Required:	Approved European electrical standards contractor
Quality Criteria:	Cables to meet loadings specified, Conduit cable of 20 tonnes weight bearing
Quality Tolerance:	Electrical loadings tolerances must be met. Alternative metal strengthening acceptable
Quality Method	Electrical engineers to visually inspect cable and test before installation
Quality Skills Req. & Responsibilities	Approved European electrical standards engineers. Allocated to maintenance section to approve work. Contractor to test. Approval by site architect

Explanation of headings:

Identifier & Title: Self-evident

Purpose: Defines the purpose that the product will fulfil and who will use it.

Composition: List of part of the product – if a report then it would details the chapters included

Derivation: Source products from which the product is derived – an outline design is derived from a specification

Format & Presentation: Characteristics of the product – physical properties etc.

Development Skills Required: Self-evident

Quality Criteria: To what quality specification should the product be produced

Quality Tolerance: Any range within which the product would be acceptable

Quality Method: How will the checking take place – pilot run, unit testing, peer review etc

Quality Skills & Responsibilities: Who will deliver check and authorise acceptance

4.4 Plan

Plan : "Provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required "

Plan Template: very short sample entries for project related to a manufacturing plant – Your entries should be more detailed

Description:	Stage Plan detailing the kitting out of the manufacturing lines
Plan Prerequisites:	Contractual agreements with suppliers. Arrangements with local authority.
External Dependencies:	External plant structure complete. Manufacturing lines part assembled. Transportation agreements in place. Heavy lifting equipment arrangements in place. Agreements for escort heavy goods vehicles en route to plant.
Planning Assumptions:	Completion of key elements of previous stage plan – loading bay etc.
Lessons Incorporated:	Multiple checks required on all lifting devices for stability and performance
Monitoring & Control:	Project Manager to receive Highlight Reports for Team Managers and compare with plan and adjust accordingly. Munich office engineers to oversee process and advise Board.
Budgets:	£200,000 available for costs with a four week time period.
Tolerances:	£50,000 available for cost tolerance with a one week time tolerance. Manufacturing line functionality tolerances as per specifications for Line Assembly criteria V.4.7
Product Descriptions:	See Product descriptions listed x, x, x, x, x, 3.8, x, x, x for this stage plan
Schedule:	See attached Gantt chart, PERT chart and critical path analysis etc

Explanation of headings:

Description: Brief description of what the plan encompasses
Plan prerequisites: Any fundamental aspects that must be in place and remain so for the plan to succeed.
External Dependencies: that may influence the plan
Planning Assumptions: Upon which the plan is based
Lessons incorporated: Any lessons from previous stages or other projects
Monitoring & Control: How the plan will be monitored and controlled
Budgets: covers all elements of the plan – time cost etc
Tolerances: of any identified values of the plan i.e. time & cost etc
Product Descriptions: Numbers list of all the product description for the products to be produced within this plan
Schedule: reference to any tool to show schedule and resource allocation and usage during the plan

Section 5: Reports

5.1 Highlight Report

Definition- Highlight Report**:** **"**Used to provide the Project Board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them" The Project Board uses the report to monitor the project progress whilst the Project Manager can use it to advise the Board of any potential problems or areas where the Project Board could help

Highlight Report Template

Highlight Report No: **Group Name:** **Group Members:**	1 Looney Tunes Jack Jones, Fred Smith, Barack Obama, Brad Pitt, Bruce Springsteen	**Group Number:** 5 **Week No:** 4 **Date Submitted:** 5-10-09 **Period Covered:** 28-9-09 to 4-10-09
Status Summary:	Should provide a short description of the status of the project at this point in time highlighting any key points	
This Reporting Period		
Products Completed:	Any products that were completed during this period – this should correlate with the Quality Register.	
Products Planned:	Products that should have been started during this period but have not been. (Provides an early warning of slippage)	
Corrective Action Taken	Anything that needed to be done that was not originally planned	
Next Reporting Period		
Products to be Completed	Products that need to be completed in the next period	
Corrective Action to be taken	Corrective action that needs to be completed in the next period	
Project Tolerance status	How execution of the project elements is proceeding against tolerances. – e.g. cost and time actually incurred against planned	
Requests for Change	Any key items that were identified by the client that needed changing – should correlate to the Issue Register.	
Key Issues & Risks	Summary of actual issues and potential risks – taken from the Issue & Risk Registers	
Lessons Report	A review of what went well, what went badly and any recommendations for future work.	

5.2 End Project Report

Definition - End Project Report**:** **“**Used during project closure to review how the project performed against …the Project Brief” *adapted.*

End Project Report Template

End Project Report **Group Name:** **Group Members:**	1 Looney Tunes Jack Jones, Fred Smith, Barack Obama, Brad Pitt, Bruce Springsteen	**Group Number:** **Week No:** **Date Submitted:** **Period Covered:**
Project Managers Report:	Should provide a brief overview (agreed by all group members) of the performance of the project team. Identify the things that went well within the team environment as well as those that could have been improved on.	
Review of Business Case		
Benefits achieved to date:	Whatever benefits that have been achieved to date – should be listed here.	
Residual Benefits expected (post-project):	Benefits that could be achieved long after the project has finished.	
Deviations from the Business Case:	Has the business case changed since the Project Brief was established and how does it differ.	
Review of Project Objectives:	Review of how the project performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. For example add up all the hours worked. This will give you an idea of whether you were within or out with the cost tolerances. Review the effectiveness of the group’s strategy in addressing this project and how well control was maintained.	
Review of Team performance:	Review everyone’s contribution and recognise good performance as well as poor performance – See note 1. below	
Review of Products		
Off-Specifications:	List any missing products or indeed delivered products that do not meet the original requirements and list the deviations.	
Project product Handover	List any points that need to be considered by the customer or maintenance team before the systems can go live.	
Lessons Report:	A compilation of reviews and items logged in the Issues Register or anywhere else.	

Note: Group members will be asked at the end of the presentation whether they all individually agree with these comments. If there is disagreement – this needs to be discussed at the presentation session. Individual representations made to the module leader afterwards will not be entertained.