**Project Management (EAM28EKM)**

**Assignment Guidelines**

**(50% of Module Mark)**

# Introduction

The assignment is an important part of this module’s assessment scheme. It counts **50%** towards the overall mark. You are required to read carefully the case study provided. In order to prepare your assignment and on the top of the information provided, you should also read the material provided in class, and a couple of additional references, as well.

Assignments are **individual pieces of work** that should reflect your own opinions. You should therefore restrain from getting outside assistance or copying and pasting material from the internet or other sources in order to construct your arguments. **Assignments are checked for plagiarism as part of the submission process**.

# Background

The case study describes the events surrounding the construction of the **BAE baggage-handling system** at the **Denver International Airport**. It looks specifically at project management, including decisions regarding budget, scheduling, and the overall management structure. Also examines the airport's attempt to work with a great number of outside contractors, including BAE, and coordinate them into a productive whole, while under considerable political pressures. Approaches the project from the point of view of BAE's management, which struggles to fulfil its contract, work well with project management and other contractors, and deal with supply, scheduling, and engineering difficulties.

By studying this case, students will sharpen their skills on project management challenges.

# Key Points

Read the provided case. Assume you are in August 1994 and you have been hired as a consultant to advise the President of BAE on a course of action for completing the project, as well as dealing with the customer’s complaints/ frustration.

You must **prepare a report** with your own views, addressing the following key points:

1. **Critical analysis** – Evaluate the current situation of the given project and explain, in your opinion, why the project is not obtaining the expected results. Address the following points:
	1. Who is to blame?
	2. What went wrong, why and where (in what areas?)
2. **Strategic recommendations** – Write a set of strategic recommendations, while answering the following questions:
	1. What corrective actions would you recommend in order to bring the project back on track?
	2. What will be the impact of those corrective actions?
	3. Can you identify any foreseeable difficulties?
	4. What lessons could be learned from this case?

# Learning Objectives

This case is an interesting opportunity for students to critically analyse the business case for a project and recommend a course of action to address various managerial challenges.

# Marking Criteria

The marking criteria for this assignment is:

|  |  |  |
| --- | --- | --- |
| # | Issues | Marks (%) |
| 1 | Critical analysis (Key Point 1) | 50 |
| 2 | Strategic recommendations (Key Point 2) | 35 |
| 4 | Extra readings | 10 |
| 5 | Report organization, clarity, spelling, presentation, punctuation, page numbers, references, etc. | 5 |
|  | TOTAL | 100 |

# Submission and Deadlines

Assignments plus cover sheets must be submitted electronically in Moodle, in accordance with the deadlines and rules setup for this effect.

# Length

In terms of effort, I expect a **maximum** of a **2,750-word written report** (5 to 6 pages). The 2,500-word report includes headings and the body text. References, annexes, tables, charts and other additional elements should be counted in addition to that.

Penalties can be applied for those exceeding the 2,750-word limit!

# Assignment Format

The assignment should be written in a **business-style report format** rather than following a typical academic essay format. I expect to find, above all, **good business thinking,** and recommendations based on sound/logical business arguments as well as the **best practices regarding project management**. I also expect to find evidence on the use of some references or bibliography. Because this module is focused on management practices, I expect students to use tables, charts and other visual elements to support their views and analyses, since this is common practice in all business environments.

# Writing the Assignment

The assignment should follow a certain structure, containing, at least, four important parts:

1. Introduction
2. Objectives
3. Answering the Key Questions
4. Conclusions

References or Bibliography

Most professional business reports also include an executive summary at the very beginning highlighting the main points in the report. However, since this assignment is quite small (2,500 words), such part should be skipped. At the very end, if necessary, annexes can be added. Tables and charts should be combined with the main text when necessary.

Good luck with your assignment!